

**COLLABORATION SUBCOMMITTEE  
OF THE GOVERNOR'S BLUE RIBBON COMMISSION**

**FINAL FINDINGS AND RECOMMENDATIONS**

**DECEMBER 6, 2018**

**MICHAEL J. FARRELL, CHAIR  
PRESIDENT KENDRA BOGGESS  
DR. AMELIA COURTS  
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Collaboration in higher education is and has simultaneously been a mandate for some and an aspirational concept to others. A few institutions have robust collaboration partnerships and initiatives. Seemingly, the remaining institutions have had their collaborative ambitions restrained by lack of opportunity, finances, creativity and manpower.

Every West Virginia institution of higher education aspires to collaborate with as many entities as financially, beneficially and geographically possible. There is no guarantee that every collaboration will be successful. Success or even the existence of collaborations has not been the yardstick by which this Subcommittee evaluated our campuses during its Blue Ribbon Commission inquiry. Rather, the Subcommittee sought to be inclusive and instructive by inviting all four-year institutions to disclose their successful and failed collaborative efforts. The Subcommittee recognized that collaborative efforts is a form of defining a mission and/or establishing a brand. Either objective, if handled creatively and correctly can produce or increase respect for the institution.<sup>1</sup> Even though the study time for this Subcommittee's endeavor was brief, we assembled an inventory of the active collaborative projects that are attached in the Appendix to these Findings and Recommendations. Review of the Appendix is strongly recommended by each member of the Blue Ribbon Commission because it includes a listing of every disclosed collaboration and strategic initiative that is active on West Virginia four-year institution campus. These accomplishments have never been published in a single document

before and, therefore, review of the Appendix should materially benefit the President of each institution because it provides confirmation that collaboration can be both prestigious and profitable.

### **WHAT IS A COLLABORATION IN THE CONTEXT OF HIGHER EDUCATION?<sup>ii</sup>**

In its simplest distillation, it is a mutually beneficial relationship. The dictionary definition of a collaboration is that it is the action of working with someone to jointly produce or create something. The word itself can have both positive and negative connotations.<sup>iii</sup> In the context of the task identified by the Governor in his Executive Order, the benign characteristics of a voluntary collaboration comprise effort by one or more organizations (colleges, universities, associations, governmental entities, hospitals, schools, and/or individuals) working with one another through which human and financial resources are pooled to accomplish a favorable outcome for all participants and intended beneficiaries. The collaborators, educational institutions and their partners, are the obvious beneficiaries in accomplishing the goals of the relationship. The Subcommittee believes that there are many indirect beneficiaries that emerge from higher education collaborations with outside entities including other domestic and outside the United States educational institutions.

West Virginia strives to increase its college educated population. West Virginia also strives to attract new business and industry. It is axiomatic that business and industry are gravitate to locations where the town and gown are intertwined and mutually supported. The Subcommittee acknowledges that our colleges and universities actively seek students from other states and from across the globe. The multistate and global collaborative relationships described in the Appendix confirm that our educational leaders recognize that the competition for the

decreasing supply of West Virginia high school graduates demands that recruiting efforts extend beyond our state borders and the borders of the United States.

Collaborations produce a talent pool who become vested in the success of the institutions. Many are unpaid but very active participants who become knowledgeable about and involved in promoting the success of the academic mission of the campus and serve as ambassadors for the collaborating higher education institution. The potential return on investment to each four-year college and university from each collaboration seems high and promising. At a minimum, the exchange of ideas and investment of human capital promote a more cohesive market for increasing enrollment and advancing the institutional missions.

If the Subcommittee were to construct a hypothetical collaboration toolbox, it should begin with an inventory form to be completed by each President. He or she should review the Appendix to compare and contrast what collaborations exist within the State, identify which ones are feasible for their campus and take action to timely implement as many as possible. The tool box should also include a calendar through which all of the four-year West Virginia Presidents agree to select a date and meet, at least semiannually, for a Statewide Collaboration Conference. The agenda for such a conference is simple—every West Virginia institution should voluntarily and proactively evaluate what collaborations can be implemented statewide or with each of the individual campuses. Ideally, each campus will accept the moral obligation to develop programs that reduce expense for students or otherwise promote the improvement of every other campus.

#### **DISSECTING THE ABSENCE OF STATEWIDE COLLABORATIVE PARTNERSHIPS**

A disturbing revelation to the Subcommittee was the disparity in number and breadth of collaborative partnerships by and between West Virginia's four-year colleges and universities. Comparatively, while the smallness of our state should produce inclusiveness, it does not. Rather, collaborations among four-year West Virginia colleges and universities are relatively

infrequent when measured by the diversity of the external collaborations formed by West Virginia University and Shepherd University.

There was general agreement that the communications among our campus Presidents are impaired and sometimes dysfunctional, despite significant size and mission variances, because trust is lacking in a system that is fiscally challenged following years of budget cuts. Metaphors abound to describe the financial burden on students, faculty, administration and infrastructure of almost all of the institutions. The competitive and psychological strain that accompanies any change, particularly the possibility of adoption of a funding formula, has caused the campuses to get prepared for uncertain times. Uncertainty breeds distrust and competition. Consequently, the campuses identify themselves first as competitors and infrequently as collaborators. Looking at the obvious metric, the Subcommittee acknowledges that all of the campuses compete for Promise Scholars. WVU recruits a disproportionate share of these state-funded scholars. WVU and Marshall share other competitive advantages over the regional schools because of the program approval control granted in 2005 by W. Va. Code §18B-1B-4(37)(b)(4) that divested HEPC of program approval except when a program is proposed at a new location (*e.g.* the move of WVU Tech from Montgomery to Beckley). More recently, WVU, Marshall and the West Virginia School of Osteopathic Medicine successfully persuaded the Legislature to reduce coordinating oversight by HEPC in many significant ways. *See*, W. Va. Code §18B-1-2.<sup>iv</sup> When the Executive Order referred to “patchwork” policies within higher education, the Subcommittee finds that the disparity exists between the exempt schools (WVU and MU) and the regional colleges and universities. In light of the gross disparity in the number and scope of the collaborations between WVU and all other institutions, the Subcommittee endorses not only a recalibration of funding for the regional schools as recommended by the Finance Subcommittee of the Blue Ribbon Commission but also a modification of Chapter 18B of the West Virginia

Code to impose a statutory obligation on both WVU and MU to develop and implement collaboration partnerships with each regional college and university..

The Subcommittee concludes that West Virginians need to be more focused on helping each other rather than competing with each other. The shift from exclusivity to inclusiveness might be the catalyst that enables more higher education institutions to secure outside funding and lower the cost of obtaining a degree for each student.

Visualizing the mirror image of collaboration is instructive particularly when giving West Virginia higher education a report card on its collaboration initiatives. Imagine individual silos for each West Virginia college and university, constructed across the state terrain, at their present locations. Apply the correct name to each silo—college, university or school of medicine. Within each silo, teachers teach, students learn and administrators manage. Within the silo, appreciate the barriers to learning, growth and development of communities proximate to each silo because the learning and intellectual discourse is confined to the interior of the silo.<sup>v</sup> A function of this Subcommittee was to illuminate collaboration opportunities that will improve the State.

Imagine, for example, how many graduates of the Osteopathic School of Medicine might stay in West Virginia and serve a rural population if they could do their residencies in West Virginia Hospitals owned and operated by WVU. Imagine how many students would complete their higher education in West Virginia if our course numbering system across all institutions within the State facilitated transfers rather than penalized them. Imagine if our West Virginia four-year colleges and universities had revenue sharing agreements that would facilitate expansion of WV Rocks and provide open access for all campuses to many classes that can be taught in smart classrooms and broadcast statewide or to discreet locations.



**A CHANGE IN EDUCATIONAL PERFORMANCE METRICS  
IS NEEDED TO INCENTIVIZE COLLABORATION**

The Higher Education Policy Commission (“HEPC”) annually publishes a Report Card for the benefit of the higher education institutions, the public, as well as our Legislature and Executive branch. None of the metrics published in that text identify or evaluate the participation, successes or failures of an institution that invests its time, resources and reputation in participating in collaborative endeavors with other state institutions of higher learning or externally. The Subcommittee recommends that this omission will be corrected in 2019.

Both the Executive and Legislative branches of State government need to prioritize the provision of funding that will enable all of our colleges and universities to form, develop and benefit from collaborative ventures. Performance standards exist. Among our institutions, respect and appreciation must be extended to both West Virginia University and Shepherd University for their respective collaboration efforts that have produced a significant return on investment for each. The Collaboration Subcommittee recommends that President Mary Hendrix chair and these two Universities co-host the first semi-annual Collaboration Summit for the benefit of all West Virginia four-year colleges and universities with the Agenda being the “Fundamentals of Developing and Benefitting from Statewide and External Collaborative and Strategic Relationships.” The Subcommittee recognizes that there is a significant difference in resources available to West Virginia University and, for example, Bluefield State College. However, the Subcommittee finds that there is insufficient knowledge sharing and communication between and among the four-year institutions about the formation and operation of collaborations. Unless knowledge sharing increases, including the formation of more collaborative endeavors between the two major universities and the regional colleges and universities, West Virginia higher

education institutions will continue to suffer from a lack of mutual trust and remain locked in their respective silos.

The Subcommittee recommends that the HEPC or its successor should serve as a clearing house where all colleges and universities can identify and access “collaboration mentors” within the West Virginia family of higher education. HEPC can and should be a facilitator that provides models and training regarding the formation and operation of higher education cooperatives.

**West Virginia Colleges and Universities Have the Capacity to Form  
And Develop Collaborations, Strategic Partnerships, Outreach Initiatives  
And Other Productive External Relationships**

This Subcommittee has identified and explored multiple forms of collaboration that our college and universities have deployed and a few failed collaborative endeavors. Applying the Putnam paradigm discussed above, based on the Collaboration Subcommittee Public Hearings and attached submissions, some, but not all, of West Virginia higher education institutions appear to have been unable to form plentiful external collaborative relationships and consequently have failed to access their “social capital.” This Report is intended to showcase the collaboration successes which shine not only because of their number but also because of their geographic and subject matter diversity, breadth and creativity.

In the attached Appendix, the Collaboration Subcommittee has reproduced the submissions by each of the four-year institutions. This Appendix provides a playbook for all of the institutions to compare, contrast and ask “why not me”? The comparison between like-sized schools commends the efforts by Shepherd University to create a zone of influence in geographic proximity. Their domestic partners include municipal, county and state partners across the states of West Virginia, Virginia and Maryland. Among its more than forty “Strategic Alliance Partnerships,” Shepherd’s relationships also involve Maryland.

**GEOGRAPHIC PROXIMITY MUST BECOME A COLLABORATIVE PATHWAY  
AND NOT AN EXCLUSIONARY BARRIER**

For decades, legislators and other interested public officials have asked if Bluefield State College and Concord University could combine services or achieve cost-savings through one form of collaboration or another. The leadership of these two institutions began this process with the assistance of retired Chancellor Paul Hill several years ago. Both institutions recognized the value and necessity of collaboration long before the appointment of the Blue Ribbon Commission. The Subcommittee observes that the move of WVU Tech from Montgomery to Beckley added a third four-year institution to a relatively small and now oversaturated educational market. The Subcommittee also notes that of the three institutions, only WVU Tech had positive enrollment for the 2018 Fall semester. They have been reluctant to find ways to share their strengths or assist the less endowed in addressing their weaknesses. Rather than being an asset, the proximity of larger and smaller institutions has prompted competition for the many of the same students and attractive new “hot” academic disciplines. West Virginia State University and Marshall University share the same metropolitan footprint with each other and their former attached community and technical colleges (Bridge Valley and MountWest). They have joined the “proximity” dilemma for allocating resources and reducing costs for students when the competition for supremacy is costly and the resources are disproportionate. Significantly, Marshall University and West Virginia State University are presently advancing a joint project with the West Virginia Department of Commerce under the umbrella of the Alliance for the Economic Development of Southern West Virginia.<sup>vi</sup> Separately, West Virginia University, Marshall University and the Department of Commerce are “chartering a roadmap for economic recovery for the whole state of West Virginia.”<sup>vii</sup>

While preparing this report, the Subcommittee read the November 16, 2018 edition of The Chronical Review which published an article that identified and provided capsule summaries about the “Most Influential Books of the Past 20 Years.” The selection of *Bowling Alone: The Collapse and Revival of American Community* by Robert Putnam<sup>viii</sup> is relevant to the Findings and Recommendations by the Subcommittee. The reviewer, Eric Klingenberg, wrote:

Putnam’s thesis, so evocatively captured in the title, is that American democracy and society are suffering from a prodigious decline in “social capital,” which (following Pierre Bourdieu and James Coleman) he defines as the connections among individuals as well as the norms of reciprocity and trustworthiness that derive from them. He presents the argument with an impressive array of empirical data, much of it historical. Putnam charts falling rates of participation in voluntary organizations, voter turnout, church attendance, protest activities, and several other forms of collective life.<sup>ix</sup>

The Subcommittee recognizes that collaboration is a give and take process. For the non-institutional collaborator, the array of benefits can range from have access to educated human resources who might student teach, intern or volunteer. For the four-year school, it has the opportunity to favorably impact its community and expand its reputation and influence beyond its contiguous city, county and state. Each reader of this report is encouraged to review the entire Appendix. One of our esteemed BRC Co-Chairs wrote the following as this Blue Ribbon Commission process began: “My worry is that people tend to advocate for their position rather than raising the bar to talk about what is best for the state.”<sup>x</sup> This Subcommittee has found probative evidence to support this concern and prediction.

The Findings and Recommendations published today, pursuant to the Executive Order issued by Governor Justice, address “collaboration” and the lack of collaboration.

### **FINDINGS**

- 1. External collaborations by and among West Virginia higher education four-year institutions are integral to the success of the higher education mission of**

- providing the best possible education to each student at a reasonable and affordable cost.
2. While it is reasonable that almost all four-year institutions focus on creating external collaborations, the number of collaborations by and among West Virginia higher education four-on year institutions with each other are insufficient to promote the higher education public policy articulated by Governor Justice in the Executive Order.
  3. Excessively competitive behavior by and among West Virginia's four-year institutions creates trust barriers that adversely affect the willingness of many institutions to collaborate one with another for the benefit of the students.
  4. Voluntary collaborations between and among West Virginia's four-year institutions have been infrequent and have not produced significant economic benefits to the smaller collaborator.
  5. There is a void in State Code regarding the establishment of mandatory collaborations among and between West Virginia's four-year institutions and/or two-year institutions.
  6. External collaborations by and among West Virginia higher education four-year institutions produce access to sources of revenue for research and economic development for the engaged four-year institution.
  7. External collaborations by and among West Virginia higher education four-year institutions promote beneficial public policy by introducing external individuals, organizations, corporations, municipal, county, state and federal governmental entities to the students, classified staff, faculty and administration of the respective educational institutions.
  8. Despite active institutional external collaborations with business and industry, the establishment of more Advisory Committees composed of qualified graduates and qualified individuals would promote better alignment between curriculum and the critical thinking and technical skills sought by business, industry and professional schools as well as post-graduate job placements.
  9. External collaborations by and among West Virginia higher education four-year institutions produce goodwill.

10. There are no collaboration agreements between West Virginia University and West Virginia School of Osteopathic Medicine that provide equal access to residency programs at West Virginia University Health System Hospitals<sup>xi</sup> across the State for graduates of West Virginia School of Osteopathic Medicine.
11. Glenville State College, a leader among four-year institutions in minimizing the economic burden on its students by electing not to increase tuition, is “looking to develop a cooperative education program to work with local and regional employers to decrease student debt and respond to employment gaps in the West Virginia private sector job market.
12. Bluefield State College and Concord University, years before the formation of the Blue Ribbon Commission with the assistance of retired HEPC Chancellor Paul Hill, accomplished an administrative collaboration regarding shared administrative services.
13. WVU Tech entered the relatively small educational market already occupied by Bluefield State University and Concord University and should be well-suited to cooperatively work with Bluefield State University and Concord University to achieve a model collaboration program that would allow access to students on all three campuses to disciplines of mutual interest.
14. The leadership of West Liberty University and Fairmont State University with the assistance of HEPC Vice Chancellor Corley Dennison have the interest, capacity and skill set to implement a statewide revenue sharing plan that would provide access to high demand and specialized classes and disciplines through the use of new broad band technology and WV Rocks.
15. Because of the close proximity of their campuses in the Charleston-Huntington Metropolitan Area, the leadership of West Virginia State University and Marshall University and because of the close proximity of their campuses in the Beckley-Bluefield Metropolitan Area WVU Tech, the leadership at these five institutions are well-suited to develop and propose a model for on-campus revenue sharing and degree awarding plans that are beneficial to both the students and institutions.
16. The impressive portfolio of collaborations, partnership and other domestic and global relationships disclosed by West Virginia University and Shepard

**University endorse them as the co-hosts for the first of the proposed semiannual West Virginia Higher Education Four-Year Institutions Collaboration Conference.**

### **RECOMMENDATIONS**

#### **1. STRENGTHEN COLLABORATION TO ENHANCE STUDENT ACCESS**

- a. **The State should improve and invest in WV Rocks to the level that students at every institution can access courses at other institutions as determined by the institutions through a Statewide Collaboration Conference populated by the Presidents.**
- b. **The State should create a collaborative revenue distribution plan among institutions for courses attended through technology.**
- c. **The State should require statewide articulation agreement by and between all two year and four year institutions.**
- d. **The State should mandate that all two-year and four-year institutions collaborate and adopt a common course numbering system so that students can transfer and complete degrees efficiently.**

#### **2. STRENGTHEN COLLABORATION TO INCREASE STUDENT AFFORDABILITY**

- a. **The State should create a fund that is used to subsidize collaborative internships at each four-year institution with the objective of demonstrating the skills and knowledge of the students to business and industry and incentivizing graduates to remain in West Virginia after graduation.**
- b. **The State should study the impact of the financial barriers for West Virginia students and provide tax incentives for West Virginia businesses that provide paid internships to both undergraduate and graduate students enrolled as full time students in a West Virginia four-year institution.**
- c. **The four-year institutions should develop more employment opportunities on campus to provide supplemental sources of income for students who cannot afford tuition and fees.**

- d. **The four-year institutions should develop tuition waiver programs for those full-time students engaged in on-campus and off-campus collaborative endeavors that provide pro-bono services to the institution or surrounding populations.**
- 3. STRENGTHEN COLLABORATION TO BUILD INSTITUTIONAL CAPACITY AND SUSTAINABILITY**
  - a. **The Collaboration Subcommittee recommends that President Mary Hendrix chair the First Semi-annual Collaboration Summit for the benefit of all West Virginia four-year colleges and universities with the Agenda being the “Fundamentals of Developing and Benefitting from Statewide and External Collaborative and Strategic Relationships.” The Collaboration Subcommittee further recommends that Shepherd University and West Virginia co-host this first meeting of the Collaboration Summit.**
  - b. **The State should include within its four-year higher education funding model credit for a minimal level of meaningful inter-campus collaborations that share the expertise, experience and potential economic benefits with every campus.**
  - c. **The State should mandate that the HEPC or successor entity should develop a policy that credits each institution for its proportionate contribution to the retention and graduation metrics.**
  - d. **The State should affirmatively compel the two major universities to develop meaningful collaboration projects and relationships with each of the four-year colleges and universities.**
  - e. **The four-year institutions should develop better and stronger collaborative relationships with graduates, local public school systems, as well as local and regional business and industry representatives by including them as members of Advisory Committees to the respective departments, schools and colleges.**
  - f. **The four-year institutions should develop better and stronger collaborative relationships with graduates, local public school systems, as well as local and regional business and industry representatives by encouraging them to hire undergraduate and graduate students in exchange for discounted or access to cultural events, a library and/or athletic events.**
  - g. **The Subcommittee recommends that the HEPC or its successor should serve as a clearing house where all colleges and universities can identify and access “collaboration mentors” within the West Virginia family of higher education.**



- i See, Belsky, S., "Making Ideas Happen," p. 151 (2012)
- ii See e.g., Kochan, F. K., Mullen, C.A., "An Exploratory Study of Collaboration in Higher Education From Women's Perspectives, 14 *Teaching Education* (August 2003)  
<https://www.soe.vt.edu/carolmullen/pdf/KochanMullenTE.pdf>
- iii During multiple previous wars, individuals who betrayed their country were labeled "collaborators."
- iv The following summaries of changes to the West Virginia Code, as championed by West Virginia University in House Bill 2815 Bill reinforce the theme set forth in these Findings and Recommendations that the State should expect more from West Virginia University, Marshall University and the West Virginia School of Osteopathic Medicine ("Exempt Institutions").

### Summary of HB 2815

#### Effective 90 days from Passage (April 8, 2017)

- 18B-1-5a---Repeals pilot distance learning program
- 18B-1-10---Repeals merger statute of Potomac State with WVU
- 18B-1A-3---Repeals selection of peer institutions for institutions
- 18B-1B-10---Repeals goals of efficiency for Bluefield and Concord
- 18B-1B-13---Repeals studies of issues affecting higher ed employees
- 18B-2-5---Repeals statute establishing WVSOM
- 18B-2-7---Repeals authority to sell parts of Potomac State College
- 18B-5-2a---Repeals authorization of institutional transfer of funds between accounts
- 18B-1-2. Definitions section.
  - "Approve" or "approval" when used by HEPC and CTC means giving "due consideration" to the BOG rationale for the action and whether BOG action is consistent with law and established policy and is an "appropriate advancement of the public interest". It is not set out whom the "established policy" is set by.
  - "Confirm" or "confirmation" when used by the HEPC (this phrase is not used in conjunction with CTC actions) means when "substantial deference" is allocated to a BOG action and HEPC review is only to determine whether proposed action of the BOD is consistent with law and established policy. (Established policy is not defined as source or subject.)
  - "Exempted schools("Exempt Institutions") are WVU, MU and WVSOM
  - "Peer institutions"---deleted
  - "Vice Chancellor for Human Resources"---Definition deleted.
- 18B-1-6. Rule-making.
  - Rule-making authority by the HEPC cannot overrule or limit rule-making authority of **Exempt Institutions**
  - HEPC to promulgate rule to guide development of rules by the non-EEs. EEs promulgate their own rule-making rules.
  - All such rules by HEPC, CTC and **Exempt Institutions** shall provide:
    - Public notice including 30 day notice
    - Designation of location to access rules
    - Maximizing internet access
    - Except for the EEs a procedure for governing boards to submit rules to HEPC for comment and CTC for approval.
      - HEPC has 15 days to submit comments
      - Comments to be made part of BOG minutes
    - BOGs to submit adopted rules within 15 days to HEPC and CTC
    - Rules of HEPC and CTC remain in effect until institutions adopt a rule
- 18B-1B-6. Establishment of HEPC.
  - HEPC to be made responsible for providing shared services upon request by state college and universities, CTC and CTC schools when requested. **Exempt Institutions** not included in that language.
  - HEPC authority to "oversee" public policy agenda for higher education deleted

- 
- HEPC to now work collaboratively with the governing boards to gain consensus on public agenda instead of just with CTC
  - 18B-1B-2. Composition of HEPC.
    - Deletes requirement that 4 at-large members be interviewed by Legislative leadership
    - Adds 3 at large members designated as higher education representatives which Governor is to choose from among recommendations of the HEPC institutions.
  - 18B-1B-4. Powers and duties of HEPC
    - HEPC to provide shared services upon request of all bodies but the **Exempt Institutions** and undertake certain statewide and regional initiatives such as financial aid
    - Deletes requirement to “oversee” public policy agenda
    - Deletes requirement for “implementation” of master plan
    - **Exempted Institutions** exempt from financing rule
    - Adds Boards of Governors to CTC as bodies HEPC must collaborate with in public policy agenda
    - Repeals requirement to adopt institutional compacts: must only “confirm” compact of non-**Exempt Institutions**.
    - Changes HEPC from accountability point to state policy makers to “a” point of contact
    - Removes duty to promulgate rules regarding allocation of appropriations pursuant to 18B-1A-5
    - Removes duty to establish peer groups
    - Removes authority to establish benchmarks and performance indicators for **Exempt Institutions**
    - Only “confirm” presidential selections of non- **Exempt Institutions**
    - Removes authority of HEPC over **Exempt Institutions** over presidents.
    - Removes HEPC approval of **Exempt Institutions’** presidential compensation
    - Presidential increase of same percentage as other staff need not be approved.
    - Removes HEPC requirement to establish a policy to assure students and parents have sufficient information for academic decisions
    - Remedial standards set by HEPC only have to be uniform at an institution and not throughout higher education
    - Removes authority of managing system wide technology over **Exempt Institutions**
    - Requires cooperation with governing boards to establish policies granting credit for various work or training
    - HEPC authority over capital rule deleted re **Exempt Institutions**.
    - Substantial deference to be given by HEPC to “value judgments” of Boards of Governors must be included in rule
    - HEPC still to submit appropriation request for all Board of Governors under its jurisdiction. Language in this section seems to indicate that the **Exempt Institutions** are institutions “under the jurisdiction” of the HEPC while other sections imply otherwise. That section reads:” Submit to the appropriate agencies of the executive and legislative branches of state government an appropriation request that reflects recommended appropriations for the commission and the governing boards under its jurisdiction. The commission shall submit as part of its appropriation request the separate recommended appropriation request it received from the council, both for the council and for the governing boards under the council’s jurisdiction, including the exempted schools.” (See below for other examples)
    - HEPC may assess institutions under its jurisdiction, including **Exempt Institutions**, for funding of statewide initiatives under that subdivision until July 1, 2018.
    - Removes language requiring HEPC and CTC to promulgate rule standardizing personnel administration under articles 7, 8, 9 and 9A
    - HEPC tuition rule not to apply to EEs.
    - HEPC may not implement disease awareness initiatives
    - Removes HEPC requirement for planning and policy leadership and setting state’s policy agenda
    - No longer implement institutional mission definitions
    - Limits program approval by HEPC over **Exempt Institutions** to programs being offered at new locations
    - Sets new criteria for program approval:
      - Does not change institutional mission

- 
- Significant expenses will be addressed by reallocation or spread over future years from net revenues
    - Undergraduate programs similar to another program in geographic service area not approved unless compelling need
    - Programs of **Exempt Institutions** not to be taken into consideration
  - HEPC to set format for program approval to be requested. Chancellor to determine within 2 weeks whether submission meets requirements. After format is proper HEPC must approve or disapprove within 30 days.
  - Removes authority for establishing and implementing information, assessment accountability and personnel systems for state colleges and universities
  - Removes authority for implementing projects related to postsecondary education at the baccalaureate level from federal or other incentive funds
  - Removes requirement to provide quality assurance in areas of research, data collection and analysis, personnel administration, planning, program review, budgeting etc
  - Removes authority to develop budgets and allocate resources for Board of Governors
  - Except for **Exempt Institutions**, HEPC to review institutional operating budgets, review and approve capital budgets
  - May provide info and research to state colleges and universities re programs with a 90% employment rate
  - May provide info and recommendations to Board of Governors on coordinating with State Board of Education
  - HEPC may not withdraw Board of Governors powers for failure to have approved compact for two years
  - HEPC to examine general revenue appropriations per student, credit hour and other measures and deliver report to Joint Committee on Government and LOCEA by January 1, 2018. Shall make recommendations on a formula for allocation.
  - 18B-1B-6. Appointment of Presidents
    - For the non- **Exempt Institutions**, HEPC only confirms selection of a president. EEs appoint a president without HEPC confirmation or approval.
    - Legislative rules of commission and council re presidents not applicable to **Exempt Institutions**
  - 18B-1D-2 Definitions
    - “Institutional compact” deleted
    - “Institutions under the jurisdiction of the commission” deletes MU, WVU and WVSOM. However, other parts of the bill indicate those schools are under the jurisdiction of the HEPC (See below)
  - 18B-1D-4. Responsibilities of HEPC and CTC
    - Deletes HEPC responsibility to align state goals with the non-EEs
    - Clarifies HEPC to collect data of institutions, including that of EEs. No penalty or enforcement mechanism delineated for those failing to supply data.
    - EEs not required to report to HEPC on plans, accomplishments and recommendations to implement goals and objectives of compacts
  - 18B-1D-7. Institutional compacts
    - EEs relieved of duties to prepare compacts
    - Removes language that makes compacts contracts between HEPC and CTC and institutions
    - Compacts to be updated biannually instead of annually
    - HEPC to provide technical assistance on compacts to schools other than EEs
    - HEPC to only confirm compacts and not approve them
    - HEPC to assign geographic areas of responsibility except to **Exempt Institutions**.
    - HEPC to develop data-based measures regarding education services except for .
    - Benchmarks and performance indicators to not apply against **Exempt Institutions**
    - HEPC to confirm compacts except for **Exempt Institutions**
  - 18B-1F-10. Study
    - Department of Commerce to study and make recommendations re Tech Parks by December 31, 2017

- **18B-2A-3. Oversight**
  - **Board of Governors subject to “oversight” of HEPC instead of “supervision”**
  - Authority of HEPC over **Exempt Institutions** limited to specific authority granted under chapter
  - Strikes language stating Board of Governors subject to personnel law in articles 7, 8, 9 and 9A
- **18B-2A-4. Powers and duties of BOGs.**
  - HEPC approval not needed for master plans of **Exempt Institutions**
  - HEPC may review and comment on master plans of **Exempt Institutions**
  - HEPC may review degree programs but only to extent allowed in code under HEPC powers
  - Master plans for **Exempt Institutions** updated biannually. **Exempt Institutions** to submit master plans to LOCEA
  - Any personnel rules adopted by HEPC or CTC because of certain code sections do not apply to
  - HEPC may not revoke delegation of authority by Board of Governors to president regarding.
  - BOGs under HEPC may contract for supplemental employee benefits.
- **18B-3-1. Additional Powers of Exempt Institutions**
  - Deletes requirement that **Exempt Institutions** perform their duties consistent with HEPC and CTC and not in conflict with them
- **18B-4-7. Accreditation**
  - Removes power of HEPC or CTC to remove power to confer degrees if institution refuses or willfully fail to disclose requested information
- **18B-5-4. Purchasing**
  - EEs to adopt own purchasing rules
  - Joint rules for other institutions must show appropriate deference to the value judgments of Board of Governors
  - Board of Governors can allow foundations and other institutions to purchase off their contracts
- **18B-5-6. Other purchasing provisions**
  - Institutions may use design-build contracts without having to get approval and may use other commonly accepted methods of procurement if:
    - Employs one LEED administrator;
    - Employs one CFM or one PMP
- **18B-5-7. Disposition of obsolete**
  - HEPC, CTC, and Board of Governors may donate obsolete equipment to not for profit entities
- **18B-5-9. Higher Ed Fiscal Responsibility**
  - Changes the technical terms for accounting practices
- **18B-10-1. Tuition and fees**
  - BOGs may set separate fees for online course delivery and those are not subject to any limitation
  - EEs may place all categories of tuition and fees into a single special revenue account
  - Strikes requirement that all tuition and fees shall be paid before awarding credit.
  - Strikes requirement that HEPC and CTC promulgate rule regarding deferred payment plans
  - EEs to not be subject of HEPC tuition and fee rules
  - Tuition and fee increase above 7% a year based on a 3-year rolling average must be approved by HEPC or CTC. Can be up to 10% without approval if it stays within the 7% average
  - In approving tuition and fees HEPC must examine benchmarks of master plans of **Exempt Institutions**
- **18B-10-1c. Definitions.**
  - Removes clarifying language describing E&G fees
- **18B-10-8. Bonds**
  - Removes approval of revenue bonds for **Exempt Institutions** from HEPC
  - EEs revenue bonds issued by BOGs and signed by Governor
  - HEPC confirms bonds for non- **Exempt Institutions**
  - CTC approves bonds for CTCs
- **18B10-16. Disposition of funds**
  - **Exempt Institutions** may deposit all fees into a single account.
- **18B-19-1. Findings**
  - Finds that renovations might not be financially efficient

- 
- Takes away requirement that HEPC and CTC should participate to a greater extent in capital projects at smaller institutions
  - 18B-19-3. System capital planning
    - Changes date for HEPC and CTC to have system capital development plan to December 31, 2017. Changes “plan” to “policy”
    - Process to be in place for BOGs to get confirmation of institutional capital plans from HEPC and approval from CTC.
  - 18B-19-4. Campus development plans
    - Campus plans must be approved by CTC, confirmed by HEPC and not addressed for **Exempt Institutions**
    - Only requires a list of major deferred maintenance projects exceeding \$75,000
    - Deletes requirement for list of deferred maintenance to instead an analysis
    - Updates of campus plan subject only to HEPC confirmation but CTC approval
    - EEs may implement plan without confirmation of HEPC
  - 18B-19-5. Capital appropriation request.
    - Prioritized capital request only prepared by HEPC and CTC, not approved
    - Projects may not be included in list unless confirmed or approved by HEPC or CTC
    - Major maintenance projects lists only prepared by HEPC and CTC and not approved
    - HEPC and CTC to provide a “recommended” building renewal calculation
  - 18B-19-6. Capital financing
    - EEs need not seek approval of HEPC for capital financing.
    - Projects over \$1 million need approval of CTC
    - Projects over \$3 million under jurisdiction of HEPC other than **Exempt Institutions** must be approved by HEPC.
    - BOGs to notify Joint Committee on Government and Finance 30 days before starting project over \$1 million
  - 18B-19-7. Capital project management
    - BOGs under jurisdiction of HEPC exempt from provisions of capital management if they employ one LEED certified administrator and one Certified Facilities Manager or one Project Management Professional
    - BOGs to promulgate capital management rule but need not be consistent with rule of the HEPC or CTC
    - BOGs need not use state standard contracts
    - Authority of HEPC to review or audit capital projects remains periodically to see appropriate capital management practices are being met
  - 18B-19-9. Facilities Information System
    - Capital facilities information system to be maintained for institutions by HEPC and CTC except for **Exempt Institutions**.
    - Cannot use this to burden or interfere with Board of Governors.
  - 18B-19-10. Authorization to sell property
    - Section governs sell or transfer of property but not leasing.
    - For property over \$50,000 must provide written notice to county commission and municipalities and each legislator
    - No lease of property over \$50,000 a year without following these procedures
    - Removes requirement that funds from sell must go into special revenue account for appropriation by Legislature. Goes directly to institution.
  - 18B-19-11. Authorization to lease-purchase
    - EEs may enter into these agreements without approval of HEPC.
    - Other BOGs must get HEPC approval for lease purchase over \$1.5 million
  - 18B-19-13. Real property contracts
    - Purchase of real estate over \$1 million must be approved by HEPC, except **Exempt Institutions**, or CTC and provided to Joint Committee on Government and Finance.
    - Acquisition by a foundation or research corporation of a CTC of property over \$1 million or requiring \$1 million in repairs must be approved by CTC

- 18B-19-14. Sale lease-back
  - Institutions may sale property then lease it back with CTC approval or HEPC confirmation, except for the EEs
  - Notice need be given
- 18B-19-19. Applicability
  - Boards of Governors and **Exempt Institutions** may, without approval of HEPC, take any action that would authorize approval or confirmation of HEPC. This seems to say that all the confirmation and approval language in this article is counteracted.
  - Hover, HEPC can request any relevant information from Boards of Governors and they shall provide it.
- There is some ambiguity as to whether the **Exempt Institutions** remain under the “jurisdiction” of the HEPC as referenced many times in the code. This can have a determinative effect on many pending issues. However, there are a number of instances where the legislation refers to “institutions under the jurisdiction” of the HEPC including the **Exempt Institutions**. Plain language indicates that the EEs are included as those under the jurisdiction of the HEPC. For specific sections using this language see:
  - 18B-1B-4(a)(28) Budget request
  - 18B-1B-4(a)(29) Assessment
  - 18B-1D-4(c) Data collection
  - 18B-1D-4(4)(f) Budget request
  - 18B-5-4(a) Purchasing
  - 18B-10-1 Tuition

<sup>v</sup> See e.g., *ThoughtFarmer Intranet Blog*, <https://www.thoughtfarmer.com/blog/opening-up-silos-with-communities/>

<sup>vi</sup> <https://www.marshall.edu/aedswv>. There are six four-year institutions and four two-year institutions involved in the Alliance.

<sup>vii</sup> <https://wvforward.wvu.edu/>

<sup>viii</sup> Mr. Putnam graduated Phi Beta Kappa from Swarthmore; joined the Harvard Faculty which has included the Deanship of the Kennedy School. He holds honorary degrees from Stockholm University (1993), The Ohio State University (2000), University of Antwerp (2000), University of Edinburgh (2003) and LUISS Guido Carli University (2011). President Obama awarded the National Medal of Humanities and National Medal of the Arts for “deepening our understanding of community in America.”

<sup>ix</sup> *The Chronicle Review*, p. B8 (November 16, 2018 (*published by the Chronicle of Higher Education*)).

<sup>x</sup> E-mail from E. Gordon Gee to Michael J. Farrell (July 30, 2018; 5:18PM)

<sup>xi</sup> The Chair of this entity is E. Gordon Gee, President of West Virginia University and Lead Co-chair of the Blue Ribbon Commission. Ellen S. Cappelanti also serves on both the Board of Directors of West Virginia University Health System and the Blue Ribbon Commission.

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**APPENDIX**  
**BLUE RIBBON COMMISSION**  
**SUBMISSIONS BY ALL SCHOOLS**

1. Bluefield State College
2. Concord University
3. Fairmont State University
4. Glenville State College
5. Marshall University
6. Shepherd University
7. West Liberty University
8. West Virginia School of Osteopathic Medicine
9. West Virginia State University
10. West Virginia University



## Bluefield State College

OFFICE OF THE PRESIDENT  
(p) 304.327.4030  
(f) 304.327.4581

November 7, 2018

Michael J. Farrell, Esq.  
Chair, Collaboration Subcommittee  
West Virginia Higher Education Policy Commission  
1018 Kanawha Boulevard, East, Suite 700  
Charleston, WV 25301

Dear Chairman Farrell:

Thank you for the opportunity to share the collaboration initiatives that Bluefield State plans to implement in early 2019. We believe in the collective power of partnerships and have proactively pursued a number of successful collaborations in recent years to enhance opportunities for our students and the College. One of our most recent and exciting partnerships is with the West Virginia Army National Guard. This new agreement provides the WVARNG with recruiting space on campus. The partnership is a win-win; the recruiting office brings potential students to campus, and students who already are enrolled at Bluefield State have easier access to learn about the excellent financial aid benefits that membership in the Guard provides.

Beginning in January 2019, Bluefield State will expand our current collaboration efforts with Concord University. This week our two institutions are partnering on two initiatives: (1) Quality Matters training on best practices for online education and (2) a jointly sponsored program honoring our country's military veterans and first responders. As of this fall, Bluefield State and Concord have implemented a common calendar for our main campus locations as well as at the Erma Byrd Higher Education Center in Beckley. Academic leadership of the two institutions met earlier this semester to extend the common academic calendar through 2020-2021. Bluefield State and Concord are presently offering 18 shared courses at the Erma Byrd Center that serve over 100 students from both institutions. This will expand to 36 courses for the spring 2019 semester.

In addition, Bluefield State and Concord are exploring a new agreement that provides opportunities for Bluefield State Business majors to study Sports Management at Concord and for Concord's Business majors to study Health Services Management at Bluefield State. Two other new collaborative initiatives that we are actively pursuing for 2019 include: (1) partnering with Now River Community and Technical College to identify four-year courses and programs that can be offered on NRCTC's Lewisburg campus and (2) developing articulation agreements that will streamline entry of Bluefield State's bachelor's degree recipients into specific master's degree programs at Concord.

Bluefield State also plans to expand our partnership with the West Virginia Department of Education. In June 2017, the College signed a statewide articulation agreement with the Department of Education that enables graduates from any career technical center in the state who have taken coursework in specified health care programs to qualify for and apply their

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credits in Bluefield State's Allied Health programs (see attached). This is the first and only such agreement in West Virginia. Bluefield State is currently in discussions with the Associate Superintendent for Career Technical Education regarding the expansion of this agreement to include other career technical fields beyond health care.

Given Southern West Virginia Community and Technical College's allied health and technical programs, which include instruction in drone technology, Southern's President and I have discussed potential partnerships. We are continuing those conversations next week in a meeting with our Provosts to identify specific programs and areas in which our institutions can collaborate in 2019.

These new collaboration efforts will add to Bluefield State's already extensive list of collaborations which include:

- Articulation agreements with New River Community and Technical College that guarantee students who have earned their associate's degree in programs such as Business and Engineering Technology can apply their credits seamlessly toward a four-year degree at Bluefield State.
- Articulation agreements with Mercer County Technical Education Center in Engineering Technology, Business, Education, Health Care, and Criminal Justice. We also have agreements with Monroe County and McDowell County Technical Education Centers. The credits students earn in these technical education centers are automatically applied toward their associate's and/or bachelor's degree program at BSC (up to 9 credit hours, depending on the program).
- An articulation agreement with Marshall University for graduates of Bluefield State's Bachelor's in Nursing program to enter Marshall's Master of Science in Nursing program.
- Jointly sponsored "Interprofessional Health Education Days" with the West Virginia School of Osteopathic Medicine. This initiative brings the College's associate degree in nursing and radiologic technology students together with medical students in a simulated clinical setting, providing valuable real-life experience and career preparation.
- Research collaborations with Marshall and WVU. Bluefield State faculty receive sub-awards for research through WV INBRE that enable them to undertake important research and also to engage their students directly in research studies. Last year, our faculty received WV INBRE awards in excess of \$114,000. This is a "high-impact practice" that deepens student learning and offers BSC undergraduates a valuable opportunity to work side-by-side with faculty. It also prepares students well for advanced study in graduate or medical fields.
- An articulation agreement with Chattanooga State Community College in Tennessee that enables Bluefield State Radiologic Technology students to obtain a Nuclear Medicine concentration. With this background, our graduates are even more attractive to prospective health care employers, and the College is meeting an important workforce need.
- Over 20 articulation agreements with multiple community colleges in Virginia, including Wytheville, Southwest Virginia, Virginia Western, Dabney S. Lancaster, and Central Virginia Community Colleges.
- Numerous partnerships with local community and civic organizations. For example, faculty from BSC's School of Education will attend a meeting regarding implementation of the "Family First" initiative in Southern West Virginia; accounting students complete 300 to 400 income tax returns each year for local residents through the VITA program; and BSC nursing faculty have partnered with the City on a health research grant.

Bluefield State is an active member of the Mercer County Development Authority and recently attended an economic development meeting with USDA and Development Authority officials to discuss further partnership opportunities.

Thank you for this opportunity to share Bluefield State's collaboration plans for 2019 as well as provide you with information regarding our many current partnerships. Please feel free to contact me if you have any questions or would like additional details.

Sincerely,

A handwritten signature in black ink, reading "Marsha V. Krotseng". The signature is fluid and cursive, with a large, stylized initial "M".

Marsha V. Krotseng, Ed.D.  
President



**Bluefield State**  
COLLEGE

**West Virginia Department of Education**  
*Office of Career Technical Education*  
&  
*Bluefield State College*

## HEALTH SCIENCE PATHWAY

### HIGH SCHOOL

- Complete Therapeutic Services/Health Science Education Core Courses
- Dual Credit given for:
  - » HLTH 100 Allied Health Pre-Readiness .....1 credit
  - » HLTH 101 Personal Health and Wellness ..... 2 credits
  - » HLTH 201 Safety and First Aid ..... 2 credits
  - » HLTH Medical Terminology ..... 3 credit



### ADDITIONAL REQUIREMENTS

- Students must complete and submit an application to Bluefield State College upon high school completion and graduation.
- Students must maintain a 2.5 cumulative grade point average or 18 composite ACT in order to enroll in Bluefield State College.



### SUMMARY

Students graduate from high school with 8 college credits towards a Health Science Education Associate Degree at Bluefield State College.



### APPLY TO BLUEFIELD STATE COLLEGE NURSING AND ALLIED HEALTH PROGRAM

- A.S. in Nursing
- B.S. in Nursing
- A.S. in Radiologic Technologist
- B.S. Imaging Science



**Bluefield State**  
COLLEGE

**West Virginia Department of Education**  
*Office of Career Technical Education*  
&  
*Bluefield State College*

## **ASSOCIATE OF NURSING PATHWAY**

### **CTE POST SECONDARY LICENSED PRACTICAL NURSING**

Students who graduate from an accredited/approved school of practical nursing and obtain an active license as a Licensed Practical Nurse can complete required curriculum to obtain an associate of nursing degree in three semesters including a 10 week summer term and (2) 16 week semesters, after completion of prerequisites.

- 1. Complete pre-requisites**  
Math 101 or higher  
PSYC 103  
BIOL 210, 211L, 212, 213L (Anatomy and Physiology)
- 2. Apply to LPN - RN Accelerated Program**



### **ADDITIONAL REQUIREMENTS**

**10 week Summer LPN Transition**

**Third Semester**

- BIOL 105 Microbiology for Health Professionals
- NURS 230L Patient-Centered Care II Lab
- NURS 231L Patient-Centered Care of Mental Health Clients Lab
- ENGL 101 Composition I

**Fourth Semester**

- ENGL 103 Composition II
- NURS 232L Patient-Centered Care III Lab
- NURS 233 Nursing Management in the Evolving Health Care System
- NURS 234L Synthesis of Nursing Concepts Lab
- COSC 102 Computers and Society OR
- BUSN 130 Microsoft Word & Applications



### **APPLY TO BLUEFIELD STATE COLLEGE NURSING PROGRAM**

- A.S. in Nursing
- B.S. in Nursing



Office of the President

November 26, 2018

Chairman Mike Farrell  
914 Fifth Avenue  
P.O. Box 6457  
Huntington, WV 257041

Dear Chairman Farrell,

In response to the Draft Report and Recommendations of the Collaboration Subcommittee, I have to admit that Dr. Jenkins' comments best represent my current concerns. Having a third institution in our immediate service area has already begun to present each of us with enormous enrollment challenges that are likely to remain. WVU is fortunate to have the resources to fund their branch campus in Beckley for a long time, although Ms. Carolyn Long often has expressed concern that their administration expected the Beckley Tech campus to stop losing money.

I am certain that we are not opposed to collaboration, and have shown our willingness to collaborate with many institutions. However, we do not want to lose our mission, our traditions, or our student population to a huge institution that doesn't always best match our students' particular needs and goals. I appreciated your definition of collaboration because it better defines my concerns; mutually beneficial relationships should be the goal, not dominance nor destruction of the regional institutions.

Having no oversight, policies or rules regarding branch campuses being established wherever and whenever an institution decides is not sustainable with the demographic forecast we have seen. I find it troubling that the fate of the Higher Education Policy Commission largely rests with the exempted institutions and logic does not serve me in understanding why one institution in particular has such interest in seeing it dissembled.

I need to know and understand where the currently available HEPC services and responsibilities will be found, who will manage them, and some idea of the estimated costs for those services if we are not all sharing them.

Finally, there is a great need for an unbiased, independent entity for data analysis, for research funding distribution, for lobbying the legislature, and for all of the other services the HEPC currently provides. It is essential to the long-term viability of the higher education system in WV.

Sincerely,

Kendra S. Boggess, Ph.D.  
President



FAIRMONT STATE  
UNIVERSITY™

Office of the President

1201 Locust Avenue • Fairmont, West Virginia 26554

Phone: (304) 367-4151 • Fax: (304) 367-4580

Mlrta.Martin@fairmontstate.edu • fairmontstate.edu

November 20, 2018

Mr. Michael J. Farrell, Esq.  
Chair, WV Higher Education Policy Commission  
Chair, Collaboration Sub-Committee, Blue Ribbon Commission  
1018 Kanawha Blvd., E. Suite 700  
Charleston, WV 25301

Re: Blue Ribbon Commission (BRC) Collaboration Subcommittee

Dear Chairman Farrell:

Thank you for the opportunity to provide to you our ongoing and developing collaborations between Fairmont State University, community and technical colleges, senior institutions and industry.

Fairmont State University is committed to increasing and developing partnerships that enhance, promote and highlight the unique attributes of our University and of the great state of West Virginia.

Please find in the pages that follow our existing collaboration initiatives.

Respectfully submitted and best regards,

Mlrta M. Martin, PhD  
President  
Fairmont State University

Michael J. Farrell, Esq.  
Chair, WV Higher Education Policy Commission  
Chair, Collaboration Sub-Committee, Blue Ribbon Commission  
Fairmont State University Collaboration Initiatives  
November 20, 2018  
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## **FAIRMONT STATE UNIVERSITY COLLABORATION INITIATIVES**

### **ATHLETICS**

- BSN Sports
- College Sports Information Directors of America (CoSIDA)
- Mountain East Conference
- National Association of Collegiate Director of Athletics (NACDA)
- National Collegiate Athletic Association
- United Health Center Orthopedic and Spine Center (Dr. Chris Courtney)
- West Virginia Radio Corporation

### **CAREER SERVICES**

- Disney College Program
- Marion County Chamber of Commerce
- Workforce Recruitment Program WRP.gov
- Workforce West Virginia
- WV Forward

### **CIVIC ENGAGEMENT**

- Alpha Phi Alpha Fraternity (WVU)
- Campus Election Engagement Project
- City of Fairmont
- Council of Churches, Greater Fairmont Area
- League of Women Voters
- Learning Options community Garden
- Volunteer Marion
- YWCA of Marion County

### **DUAL ENROLLMENT PARTNERSHIPS**

- Marion County
- Harrison County

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#### **HEALTH, COUNSELING & ACCESSIBILITY SERVICES**

- Chestnut Ridge Hospital
- Fairmont Regional Medical Center
- Hope Inc.
- Marion County Health Department
- MVA (Monongahela Valley Association of Health Centers)
- WV Department of Rehabilitation Services

#### **HIGHER EDUCATION**

- WVU – beginning 3+2 Articulation Agreements in Professional Graduate programs (Law, Medicine, Dentistry)
- WVU Tech – Articulation Agreement with Aviation program

Fairmont State University has hired a VP for Institutional Effectiveness and Strategic Operations. She will be responsible for the exploration and articulation agreements with community colleges and other senior institutions – In state, out of state, and international

#### **INTERNATIONAL PARTNERSHIPS**

- Established Partnerships
  - Aichi Bunkyo University (ABU) Japan
  - TEFL International (multiple locations) Global
  - The American Campus (TAC) Mauritius
  - Tokyo Denki University (TDU) Japan
  - Universita Della Calabria (UNICAL) Italy
  - Woosong University (WSU) Korea
- Developing Partnerships
  - Brazil
  - Japan
  - Korea
  - Paraguay
  - Turkey



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## **School of EDUCATION COLLABORATIONS**

### **Professional Development Schools (PDS)**

#### **HARRISON COUNTY**

- Big Elm Elementary
- Bridgeport High
- Liberty High
- Lincoln High
- Lumberport Elementary
- Mountaineer Middle
- Norwood Elementary
- Nutter Fort Intermediate
- Nutter Fort Primary
- Robert C. Byrd High
- Simpson Elementary
- South Harrison High
- Washington Irving Middle

#### **MARION COUNTY**

- Barnes Learning Center
- Barrackville Elem.
- Blackshere Elementary
- East Dale Elementary
- East Fairmont High
- East Fairmont Middle
- East Park Elementary
- Fairmont Senior
- Fairview Elementary
- Jayenne Elementary
- Mannington Middle
- Monongah Elementary
- Monongah Middle
- North Marion High
- Pleasant Valley
- West Fairmont Middle
- White Hall Elementary

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- **MONONGALIA COUNTY**

- Cheat Lake Elementary
- Mountaineer Middle
- Ridgedale Elementary

- **PRESTON COUNTY**

- Bruceton School
- West Preston Middle

- **TAYLOR COUNTY**

- Taylor County Middle

#### **School of NURSING EDUCATION COLLABORATIONS**

- Blue Ridge Community and Technical College (BSN Program)
- Bridgevalley Community and Technical College (BSN Program)
- Eastern WV Community and Technical College (BSN Program)
- New River Community College (ASN Program)
- Pierpont Community and Technical College (ASN Program)
- Through the Nursing Advisory Committee (NAC), partnerships exist with local, regional, state, and international agencies that enhance the student's learning opportunities.
- Woosong University from the Republic of South Korea.
- WV Northern Community and Technical College (BSN Program)

#### **STRATEGIC ALLIANCE PARTNERSHIPS**

- Advisory Boards or Councils for all our specially accredited programs (Nursing, Business, Engineering Tech)
- BB&T
- DOJ and the Foundation for Rape Information and Services
- Fairmont Regional Medical Center
- FBI
- Folklife Center and the WV Storytelling Guild
  - Green Bank Observatory
  - HEPC
  - High Rocks Educational Corporation
- MVB Bank
- NASA Educational Resource Center ERC for robotics and STEM education

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Fairmont State University Collaboration Initiatives  
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- NASA Space Grant Consortium
- NOAA
- NSF Includes grant funds the First2 STEM Student Success Alliance and involves the following partners:
  - Numerous and various corporate sponsorships, guest speakers, internships and practicums
  - Prickett Fort's Foundation
  - SkillsUSA
  - United Hospital Corporation
  - VITA tax preparation program for low income members of the community
  - West Virginia Orchestra
  - World Robotics Olympics
  - WVNet for WVRocks
  - WVU Center for Excellence in STEM Education

#### **STUDENT INTERNSHIPS**

- BB&T
- FBI
- Local Businesses, hospitals
- MVB Bank
- NASA
- NOAA
- United Way

#### **HOPES and ASPIRATIONS**

- Establish program-to-program articulation agreements with Community Colleges and senior institutions (2+2; 3+1; 3+2) without penalties
- Develop revenue sharing model to incentivize institutions to collaborate
- Remove all punitive obstacles to collaboration by establishing reverse graduation credit
- Establish institution-specific unique programs without fear of cannibalization.
- Incentivize new program development



*President*

November 7, 2018

Michael J. Farrell, Esq  
Chair  
West Virginia Higher Education Policy Commission  
1018 Kanawha Boulevard East, Suite 700  
Charleston, WV 25301

Dear Chair Farrell,

I want to thank you for the opportunity to respond to the Blue Ribbon Commission Collaboration Subcommittee. I am proud to say that Glenville State College has been engaging in a number of collaborative activities across the region and state that strengthen all partnering entities and provide for increased student access, affordability, and success. Following are some examples of current partnering activities and some planned for the near future.

Collaboration Activities –

- External partnerships with Community and Technical College were expanded by entering into MOUs with both Pierpont Community & Technical College and New River Community & Technical College to articulate several of their Associate degree programs with Glenville State College baccalaureate degree programs. Additional degree programs will be articulated in the near future and dual admission initiatives are being developed to create more seamless paths of progression and completion.
- External partnerships with other Universities are being developed by entering into an MOU with Marshall University to articulate Glenville's Exercise Science baccalaureate program with Marshall's Masters - Athletic Training program. Glenville State will be attempting to connect with other West Virginia Colleges and Universities to ascertain the viability of shared degree programs.
- External partnerships with various West Virginia public school districts are being developed through Dual Enrollment offerings. An articulation agreement with Braxton County Schools was recently initiated to deliver courses leading to an Associate's degree – the first such agreement and program in West Virginia. Other school districts are being approached to offer the same type of arrangement, significantly reducing time and cost to degree. Other partnerships with public school districts to offer hybrid programs outside the normal school day are being devised.

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200 High Street " Glenville, West Virginia " (304) 462-4110 " (304) 462-7610 (FAX) " [www.glenville.edu](http://www.glenville.edu)



*President*

- International learning and collaboration is being expanded through Glenville State's Collaborative Online International Learning (COIL) program. The COIL program partners Glenville State students with students in classrooms in other countries thereby allowing them to work collaboratively to complete academic tasks that have been designed (also collaboratively) by their course instructors.
- Shared service collaboration as related to electronic library resources and grant writing will be explored with other West Virginia higher education institutions to gain greater efficiency in costs and services.
- Glenville State is looking to develop a cooperative education program to work with local and regional employers to decrease student debt and respond to employment gaps in the West Virginia private sector job market. Glenville students would work for local and regional world-class companies and position themselves for long-term post-graduation employment.

Glenville State College is committed to collaboration across all education levels and sectors to enhance greater college access, affordability, and success. In addition, we recognize that strong collaborative engagement can be good for all participants and can assist in developing a vibrant and positive economic environment. We look forward to continuing Glenville State's long tradition of collaboration to better serve all students, the region, and state.

Sincerely,

Tracy L. Pollett, Ed.D.  
President

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200 High Street " Glenville, West Virginia " (304) 462-4110 " (304) 462-7610 (FAX) " [www.glenville.edu](http://www.glenville.edu)



Office of the President

November 2, 2018

*Via email*

Michael J. Farrell, Esq.  
Chair, Collaboration Subcommittee  
Blue Ribbon Committee on Four-Year Higher Education  
West Virginia Higher Education Policy Commission  
1018 Kanawha Boulevard, Suite 700  
Charleston, WV 25301

Dear Chair Farrell:

Thank you for the opportunity to share Marshall University's vision for enhancing higher education through collaboration and innovation. I am committed to working for our students and the citizens of West Virginia to broaden the educational and economic development activities of the state.

Next year, Marshall is going to initiate and expand a number of collaborative activities designed to bring people together and expand opportunities. Listed below are examples of our activities planned for 2019:

**Enhancement of Dual Enrollment and On-line High School Offerings.** In order to give high school students in Cabell, Putnam, and Wayne Counties additional college enrollment opportunities, we will be expanding access to the students for on-campus lecture and laboratory experiences by opening up additional seats in our classes for our local students. This is in addition to broader state-wide efforts to increase dual enrollment and on-line offerings. For 2018, Marshall saw an increase of 80% in high school enrollment. Our numbers went up from 812 last year to 1,465 in the fall of 2018.

**Partnership with BridgeValley Community and Technical College.** Marshall has a strong and growing relationship with BridgeValley CTC. Three new programs are being developed for 2019, and they include:

- I. Seamless Four-Year Degree at BridgeValley's Montgomery Campus. Marshall is working with BridgeValley to be able to offer the Regents Bachelor of Arts degree on the Montgomery campus of BridgeValley. Students will take the first two years of the program from BridgeValley and then can remain in Montgomery to take the last two years of the program from Marshall.
- II. A New 2+2 Program in Business Administration. Marshall will begin offering a 2+2 program with BridgeValley to allow students to obtain the BBA degree. Students will take the first two years at BridgeValley and the last two years on Marshall's Huntington campus or with a combination of on-line and on-campus courses.
- III. A New 2+2 Program in Medical Laboratory Science. Marshall will begin offering a 2+2 program with BridgeValley to allow students to obtain the BS MLS degree. Students will take the first two years at BridgeValley and the last two years on-line through Marshall.

**WE ARE... MARSHALL.**

216 Old Main • One John Marshall Drive • Huntington, West Virginia 25755-1000 • Tel 304/696-2300 • Fax 304/696-6453  
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Blue Ribbon Commission 000016

Michael J. Farrell  
November 2, 2018  
Page 2

**Partnership with Southern West Virginia Community and Technical College.** In 2019, Marshall will offer a 2+2 Program in Business Administration with Southern WV CTC to allow students to obtain the BBA degree. Students will take the first two years at Southern and the last two years on Marshall's Huntington campus or with a combination of on-line and on-campus courses.

**Autism Collaboration with Shepherd University.** Marshall's Autism Training Center is working to help Shepherd University develop a full time program for academic, social, and independent living support for students at Shepherd who are on the autism spectrum. We have also worked with Mountwest and Pierpont Community and Technical Colleges, Fairmont State University, and Concord University to provide support to assist these institutions in helping students with autism.

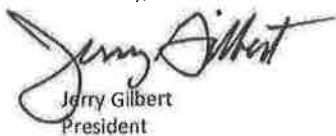
**Continued work with the WV Department of Commerce.** Marshall University will continue to partner with the WV Department of Commerce on two major economic development efforts. The first effort is the Alliance for the Economic Development of Southern West Virginia, led by Marshall University and West Virginia State University. There are six four-year institutions and four two-year institutions in the Alliance <https://www.marshall.edu/aedsww/>. This group works together to foster an environment for economic development in Southern West Virginia. In mid-October the Alliance co-sponsored the Small Communities, BIG Solutions conference in Charleston to share best practices on various issues related to economic development and job creation. The second effort is West Virginia Forward, a partnership of Marshall University, West Virginia University, and the Department of Commerce <https://wvforward.wvu.edu/>. WV Forward is chartering a roadmap for economic recovery for the whole state of West Virginia.

**Collaboration with American Electric Power (AEP) and Huntington Area Development Council (HADCO) to Promote the Aerospace Industry.** Marshall has been working closely with AEP and HADCO to attract aviation industries to West Virginia. Marshall's Robert C. Byrd Institute has an AERO i6 grant from EDA and sponsored the Appalachian Next Generation Aerospace Conference in October of 2018 in Huntington. We are also engaged with Yeager Airport and Tri-State Airport to explore aviation education and research opportunities in 2019.

**Outreach to Charleston to Provide Free Medical Services.** Beginning in the spring of 2019, Marshall will bring its Marshall Medical Outreach program to the city of Charleston. Preliminary discussions with city officials have occurred, and we are developing plans on the specifics of program delivery.

As you can see from these examples of new and ongoing programs for 2019, Marshall University stands committed to working with other institutions, state agencies, and other entities for the good of our students and the citizens of West Virginia. We believe in being creative and innovative in exploring ways to create opportunities for excellence.

Sincerely,



Jerry Gilbert  
President



*Office of the President*

P.O. Box 5000  
Shepherdstown  
West Virginia 25443-5000  
T 304-876-5107  
F 304-876-6007

November 7, 2018

Mr. Michael J. Farrell, Esq.  
Chair, WV HEPC  
1018 Kanawha Blvd, E, Suite 700  
Charleston, WV 25301

Via email: [mjff@farrell3.com](mailto:mjff@farrell3.com)

Re: Blue Ribbon Commission (BRC) Collaboration Subcommittee

Dear Chairman Farrell:

Thank you for your letter relating to ongoing and new collaborations in which the higher education institutions are engaged. We reviewed your October 26 slide presentation to the BRC, and we listened to your remarks via telephone that day as well.

Respectfully, I am not sure we can provide exactly what you were soliciting in your letter. More specifically, your letter and your presentation to the BRC are framed to emphasize an ongoing role for the HEPC in promoting (or *causing*) increased collaboration efforts by higher education across the State. I do not wish to seem dismissive of the earnest efforts to serve the State well, but I am not well positioned to speak to the HEPC's role with other institutions. However, pertinent to Shepherd, the HEPC has only had a limited role in our collaboration successes, and unfortunately, in some cases, the HEPC has been an obstacle to collaboration opportunities.

Collaboration has been an emphasis for me in my professional work for many years. I was very interested and optimistic as my presidency at Shepherd began for a very important and promising collaboration initiative of Shepherd and the HEPC. I know this preceded your Chairmanship: HEPC staff and Shepherd University staff were deeply engaged in discussions with an Australian company to establish an international student pathway program which would be headquartered at Shepherd. The pathway components would be significantly led by the company, and students matriculating forward in their academic progress could remain at Shepherd or transfer to any of the West Virginia public institutions. Most unfortunately, the entire proposal collapsed because the HEPC could not get past several entrenched positions. For example, HEPC staff were insisting on assigning one of their own staff, by no means needed for the program, as an additional salaried employee of the pathway program, and the HEPC insisted on a governance model for the pathway program which would have involved an independent 501c3 of the HEPC's choosing and which insisted on having ultimate management control of the program even though it had no experience in operating international student programs of any type. If Shepherd had been permitted to proceed with closing the negotiations on its own, West Virginia would have an additional 150+ international students per year entering into the program. The fallout over this debacle is widely known and referenced by many.



In another disappointment, late in summer 2018, the University was developing a new collaboration initiative with its affiliated 501c3, but the HEPC staff have again become an impediment to our efforts. We identified several specific institutional priorities which we feel could be best achieved by doing a sole-source bond issue with our affiliated 501c3 Foundation, but the HEPC staff have insisted they would recommend against our proposed financing model -- due to its premise that the affiliated 501c3 Foundation should not be considered a sole source. We believed it would be highly desirable to achieve a small financing arrangement of \$4 million or less and keep the transaction "internal"; the Foundation's financial statements are rolled into the University's annual financial statements, as a component entity. It is our best understanding that a number of the higher education institutions have worked with their affiliated foundations in comparable ways in the past, but the HEPC staff have expressed adamancy in rejecting this plan initiated by Shepherd. As a result, our progression on trying to initiate a needed project was slowed, and we are exploring alternatives.

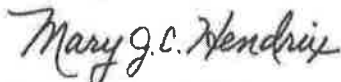
At Shepherd our experience as to collaboration is not that the State "needs" for the HEPC to serve a role in *prodding* us toward collaborations; our experience is that we succeed in establishing effective collaborations when allowed to find our own way toward partnerships that work effectively for our students and our university -- and are aligned with our strategic plan. In 2004, Shepherd gained university status and initiated a collaborative Masters degree program which would rapidly transition into our own, initial stand-alone Masters degree program, not by being prodded in some fashion by the HEPC, but rather by partnering with a sister institution in West Virginia (Marshall).

Collaboration is indeed an important dynamic for a modern university to maximize -- to ensure that it is meeting the needs of its students and its community. At Shepherd we have resolved that we will not let ourselves become consumed with how our partnerships affect our "data reports" to Charleston; we are committed to serving our community and our next generation of leaders and meeting their needs, even if that service does not always translate into enrollment or other reported data elements. We have institutionalized collaboration into our operations to such a degree that I cannot effectively report on all of it in a prompt response to your inquiry. I offer on the following pages an example of the scope of what we are doing at Shepherd to work with other higher education institutions, public and private local k-12 schools, local and regional industry, local and regional non-profits, and national and international issues.

I do not want to discount that we have achieved some limited valuable collaborations with the HEPC staff. A number of the staff are bright and talented, and I believe they are all earnest in their intentions. I recognize that they face many challenges in the work they do in Charleston.

I hope all of this information will be helpful to the Blue Ribbon Commission Committee on Collaboration.

With respect and appreciation,



Mary J.C. Hendrix, Ph.D.  
President

## **SHEPHERD UNIVERISTY COLLABORATION INITIATIVES**

### **HIGHER EDUCATION**

- Blue Ridge CTC: 18 2+2 Agreements
  - Eastern West Virginia CTC: 2+2 Agreement in Teacher Education
  - Hagerstown Community College: 8 2+2 Agreements
  - Lord Fairfax Community College: 3 2+2 Agreements [ Northern Virginia]
  - Montgomery College: 9 2+2 Agreements [ Maryland Metro DC]
  - Shenandoah University: pharmacy school transfer agreement [ Winchester, Va]
  - WVU : Research collaboration
  - WVU: pharmacy and medical school transfer agreements
  - University of Oslo: Research collaboration
- 
- Shepherd is continuing to work toward conclusion of anticipated transfer/degree completion agreements with several Law Schools to permit high-achieving students early law school admission and completion of the Shepherd degree during the first year of law school
  - Shepherd is exploring opportunities to partner with one or more doctoral-granting institutions to provide broader doctoral degree opportunities in the Eastern Panhandle

### **DUAL ENROLLMENT PARTNERSHIPS**

- Jefferson County Public Schools
- Berkeley County Public Schools
- St. Maria Goretti High School ( Md)

### **NURSING EDUCATION COLLABORATIONS**

- African American Health Program
- Anna May Reedy Senior Center
- Antietam Geriatric & Internal Medicine
- Berkeley County Health Department
- Berkeley County Schools
- Berkeley Senior Services ( Martinsburg)
- Brook Lane Health Services ( Hagerstown, Md)
- Canterbury of Shepherdstown
- Capital Womens Care
- Care Haven ( Martinsburg)
- The Childrens Doctor
- Community Action Southwest ( Carmichael, Pa)
- Daybreak Adult Day Care Center ( Frederick, Md)
- East Ridge Health Systems ( Martinsburg)

- Eastern Panhandle Care Clinic ( Charles Town)
- Edenton Retirement Community ( Frederick, Md)
- Elmcroft of Martinsburg
- Evergreen Medical Group
- Fahrney Keedy Home and Village ( Boonsboro, Md)
- Frederick County Department of Aging ( Md)
- Frederick Memorial Hospital ( Md)
- Fresenius Medical Care North America ( Charles Town and Martinsburg)
- Clary Grove Nursing Home ( Martinsburg)
- Homewood of Cumberland Farms ( Frederick, Md)
- Homewood of Williamsport ( Md)
- Hagerstown Surgery Center ( Md)
- Hospice of the Panhandle ( Kearneysville)
- Hub City Family Practice
- Jefferson County Schools
- Jefferson County Health Department
- Jefferson Medical Center ( Ranson)
- Martinsburg Dialysis Center
- Meritus Medical Center ( Hagerstown, Md)
- Panhandle Home Health ( Martinsburg)
- Shenandoah Valley Medical System ( Martinsburg)
- Shepherdstown Day Care
- Southeastern Emergency Physicians
- Summit Health ( Chambersburg, Va)
- TriState Surgical Center ( Martinsburg)
- Tri-State Community Health Center ( Hancock, Md)
- Valley Health Systems ( Winchester, Va)
- Veterans Affairs Medical Center ( Martinsburg)
- War Memorial Hospital ( Berkeley Springs)
- Washington County Commission on Aging
- Winchester Pediatric
- Berkeley Medical Center ( Martinsburg)
- Novant Health

#### TEACHER EDUCATION COLLABORATIONS

- Jefferson County Public Schools
- Berkeley County Public Schools
- Morgan County Public Schools
- Hampshire County Public Schools
- Grant County Public Schools
- Hardy County Public Schools
- Winchester Public Schools ( Va)
- Frederick County Public Schools ( Va)

- Clarke County Public Schools ( Va)
- Loudon County Public Schools ( Va)
- Frederick County Public Schools ( Md)
- Washington County Public Schools ( Md)
- Anne Arundel County Public Schools ( Md) [ Art Ed]
- Carroll County Public Schools ( Md) [ Math Ed]

STRATEGIC ALLIANCE PARTNERSHIPS [ Martinsburg Center Collaborations]

- Aikens Group ( Martinsburg)
- Aloft ( Winchester, Va)
- Bank of Charles Town
- BB&T ( Eastern Panhandle)
- Berkeley County
- Berkeley County Public Schools
- Berkeley Springs/Morgan County Chamber of Commerce
- Jefferson County Public Schools
- Candlewood Suites ( Winchester, Va)
- Martinsburg/Berkeley County Chamber of Commerce
- City of Martinsburg
- Concert Technologies ( Martinsburg)
- Country Inn & Suites ( Hagerstown, Md)
- Maryland Correctional Services ( Hagerstown)
- Destiny Baptist Church ( Martinsburg)
- Eastern West Virginia Community Foundation ( Martinsburg)
- Farmers Insurance ( Martinsburg)
- First United Trust & Investments
- Grafton Integrated Health Network
- Greater Chambersburg Chamber of Commerce ( Pa)
- Greencastle-Antrim Chamber of Commerce ( Pa)
- Hagerstown/Washington County Chamber of Commerce ( Md)
- Hampton Inn ( Martinsburg)
- Holiday Inn ( Martinsburg)
- Hospice of the Panhandle ( Kearneysville)
- Junior Mentoring Program
- Meritus Medical Center
- Panhandle Home Health
- Potomac Edison
- RESA 8
- RESA 8 Head Start/ Pre-K and Early Head Start
- Royal Vendors
- Shenandoah Valley Medical System
- TalkRadio WRNR
- Timber Ridge School

- Town of Shepherdstown
- United Bank
- United Way of the Eastern Panhandle
- University Healthcare
- Valley Health System
- The Woods

#### SOCIAL WORK PROGRAM COLLABORATIONS

- Berkeley Medical Center ( Martinsburg)
- WV Department of Health and Human Resources ( Eastern Panhandle)
- Veterans Affairs Medical Center ( Martinsburg)
- Shenandoah Valley Medical System ( Martinsburg)
- Big Brothers/Big Sisters ( Eastern Panhandle)
- Safe Haven Child Advocacy Center
- Hospice of the Panhandle ( Kearneysville)
- Shenandoah Women's Center ( Martinsburg)
- Head Start RESA 8
- Jefferson Medical Center ( Ranson)
- Jefferson County Victim Assistance Program
- CAMEO House [ Substance Abuse Care] ( Hagerstown, Md)
- Potomac Highland Support Services – New Beginning ( Hagerstown, Md)
- School-Family Liaison Program ( Hagerstown, Md)
- Turning Point ( Hagerstown, Md)
- Washington County ARC ( Md)
- Washington County Hospital ( Md)
- Washington County Social Services ( Md)
- CASA ( Hagerstown, Md)
- Montgomery County Correctional Facility ( Md)
- San Mar Children's Home ( Boonsboro, Md)
- Department of Family Services- Loudon County ( Va)
- Healthy Families ( Woodstock, Va)
- Valley Health Systems ( Winchester, Va)

#### COLLEGE OF BUSINESS

- Potomac Applied Business Company: new company formed to operate specialized college-internships services to regional companies, with students working from our on campus Allied Business Laboratory, in space rented to PABC
- Farmers and Mechanics Mutual Insurance Company: partnered to develop a new risk assessment training and certificate program
- Civil Military Innovation Institute: partnership in explorations of dual-use technologies
- Various Business Leaders in Eastern Panhandle: The new Applied Business Lecture Series will feature CEOs of prominent corporations

### PSYCHOLOGY PROGRAM

- Berkeley Medical Center
- Grafton Integrated Health Network
- Excel Youth of Frederick ( Md)
- Way Station, Inc

### STUDENT INTERNSHIPS

The Shepherd Advantage:

With Washington, D.C., and Baltimore just 90 minutes away, Shepherd University students have a multitude of internship opportunities available in the metro region. Furthermore, Shepherd continues to expand its internship partnerships throughout the United States.

- Historical Society of Pennsylvania
- IBM
- Invenenergy Beech Ridge Energy Storage Project
- Johns Hopkins Applied Physics Laboratory
- National Cancer Institute
- National Rural Health Association
- New York Fashion Week
- Potomac Wave Consulting
- The White House
- Volvo Group Trucks
- YMCA
- Food Research Action Center
- Creosote Affects
- Jean Peterson Design
- Graphcom
- High Rock Studios
- Eden Design
- Streetsense
- Historic Shepherdstown Museum
- Byrd Center for Congressional History and Education
- National Park Service
- National Fish and Wildlife
- Hamilton Gallery
- Bridge Gallery
- Washington County Museum of Fine Arts
- Delaplaine Art Center
- The Hirshhorn Museum
- The Kennedy Center
- The Smithsonian
- Contemporary American Theater Festival
- The Cannes International Film Festival

- The Martinsburg Journal
- The Shepherdstown Chronicle
- The Shepherdstown Observer
- The Hagerstown Herald Mail
- The Winchester Star
- The Frederick News-Post
- The Loudon Times-Mirror
- The Washington Post
- The Baltimore Sun
- USA Today
- Antietam National Battlefield
- Baltimore Museum of Industry
- C&O Canal National Historical Park
- The Crime Museum of Washington DC
- Jefferson County Historic Landmarks Commission
- The National Conservation Training Center
- The Vieux Carre Commission of New Orleans
- Virginia Department of Historic Resources
- Harpers Ferry National Park
- DC101-FM
- WINC-AM
- WRNR-AM/FM
- WELD-FM
- WV Public Broadcasting
- Discovery Channel
- WETA-TV
- WHAG-TV
- Access Montgomery
- Shenandoah Films
- Story House Productions
- Echoes Recording Studio
- Platinum PR
- The Frederick Keys
- The Hagerstown Suns
- US Chamber of Commerce
- Appalachian Trail Conservancy
- River Trail Outfitters
- Snowsports Industries America
- Entertainment Management Group Worldwide
- American Conservation Film Festival
- Yount, Hyde and Barbour, Accountants
- John Slough, Accountant
- David Decker, Accountant
- CoxHollida
- United Bank

- BB&T
- University Healthcare Physicians
- Insurance Outfitters
- USAMRAA
- HFI Wealth Management
- Capital Fiduciary Advisors
- Berkeley County Public Schools
- Food Lion
- Francesca's
- US Department of Defense
- Jefferson County Development Authority
- The Baltimore Orioles
- The Baltimore Ravens
- The Washington Redskins
- Clearwater Parks and Recreation ( FL)
- The Pittsburgh Penguins
- The PGA of America
- Veterans Affairs Medical Center ( Martinsburg)
- Berkeley Medical Center
- ESPN
- Hershey Park
- League of People with Disabilities
- L&T Health and Fitness
- Sinai Hospital of Baltimore
- Valley Health Systems
- Johns Hopkins
- US Geological Survey
- Appalachian Fruit Research Station
- Cool and Cold Water Aquaculture Research Center, USDA
- National Cancer Institute
- National Institutes of Health
- WVU School of Medicine
- Marshall School of Medicine
- WV School of Osteopathic Medicine
- Western Maryland Research and Education Center
- Freshwater Institute ( Shepherdstown)
- US Coast Guard Operations Systems Center
- IRS ( Martinsburg)
- KRM ( Shepherdstown)
- First Data
- Leetown Science Center
- Mountain View Solar
- Blue Ridge Environmental Center
- GAI Engineering
- The Cacapon Institute



- Skytruth
- Geostellar Inc
- Clarion Hotel and Convention Center
- WVU Cooperative Extension Service
- Notaviva Vineyards
- Bank of Charles Town
- Game Stop
- Lowe Wedding and Event Planning
- Caring Cupboard
- The Canadian Parliament
- Frasure-Singleton Legislative Internships
- Amnesty International
- Habitat for Humanity
- Americorps
- Excel Youth Frederick
- The Waystation
- The American Jail Association
- Jefferson County Youth Reporting Center
- United Way
- Boys and Girls Club
- US Probation Office
- Vicki Douglas Detention Center
- Weis
- FDIC
- Senior Benefit Services
- Sustainable Solutions
- Chatwells
- AeroSmith Aviation

#### INTERNATIONAL PARTNERSHIPS

- Embassy of the Ivory Coast
- International University of Grand Basam, Ivory Coast
- Embassy of Guinea
- Embassy of Niger
- Embassy of Mali
- Global Semesters in Nicosia, Cyprus
- Federated States of Micronesia
- Ministry of Education, Jamaica
- Okyama University of Japan
- Osaka University of Commerce, Japan
- University of Tsukuba, Japan
- Anahuac University, Mexico
- University of the West of Scotland

- University of Oviedo, Spain
- Nanhua University, Taiwan
- Zaim University, Turkey
- Gamal Abdel Nasser University,

#### OTHER INSTITUTIONAL COLLABORATIONS WITH LOCAL AND REGIONAL ENTITIES

- Shepherdstown Town Government: \$48,000 grant from Town to assist in paving of new parking lot, and establishment of cooperation in shared uses of parking lots
- WV National Guard Patriot Gardens Project : partnering in planning and implementation of new Veterans to Agriculture certificate program
- Photobiomodulation Foundation: partnering to advance research in this new health treatments field and providing experiences in nursing education
- Community Members: Dinner with Strangers collaboration in which distinguished couples from the community host a small group of undergraduate students for mentorship and fellowship over dinner
- Building Resilient Opportunities in Culturally Aware, Diverse Environments (BROCADE) : partnering to leverage innovative technologies and public-private partnerships for community-based economic improvement in Appalachia.
- Congressional Education Foundation: ongoing partnership established in 2000 to provide for the operations of the Robert C. Byrd Center for Congressional History and Education on Shepherd's campus
- George Mason University: utilized GMU engineering graduate students to conduct energy feasibility study on Shepherd campus
- Martinsburg Police Department and Berkeley County Public Schools: three-way partnership in establishing The Martinsburg Initiative combating opioid abuse
- Contemporary American Theater Festival at Shepherd University: ongoing 27-year collaboration with an independent 501c3 to showcase premiere, professional summer theater on campus
- Shepherd University Foundation: ongoing partnership for the operations of the public-private partnership in the ownership and management of the new residence hall, Potomac Place, which opened August 2017
- Chesapeake Watershed Studies Consortium: a collaboration of federal and state agencies, more than twenty academic institutions, and non-governmental conservation organizations engaged in efforts to preserve and enhance the condition of the Chesapeake Bay and its entire watershed
- West Virginia Public Broadcasting: partnering to provide on-campus space for their Eastern Panhandle reporter
- American Conservation Film Festival: partnering to host special film presentations on campus
- Potomac Valley Audubon Society: partnership to replace a demolished, dormant boiler-smokestack, which had become a nesting place for chimney swifts, with a substitute faux chimney on the campus at an appropriate location
- US Department of Veterans Affairs: initiatives to increase veterans enrollment/ retention/ graduation

- Partners of the Americas: partnership in implementing Capacity Building Grants for undergraduate study and learning experiences in Jamaica
- Shepherdstown Visitor Center: partnership to provide needed space for the Visitor Center to operate and provide effective service to community visitors
- Concord University, CONTACT Huntington Inc, Davis & Elkins College, Family Counseling Connection Inc, Family Refuge Center, Glenville State College, Marshall University, Shenandoah Women's Center, Task Force HOPE, Osteopathic School, WV State University, WV Wesleyan College, and Women's Aid in Crisis: consortium in sexual violence prevention and response
- Veterans Administration: ongoing collaboration for support of Team River Runner, a support program for veterans in their recovery from service injuries
- Freedom's Run: ongoing collaboration to host nationally recognized annual wellness event featuring a variety of running events with Shepherd's campus as the hub
- Friends of Happy Retreat: partnership with the 501c3 which has the management rights as to the two Washington Family homes [ two of President Washington's brothers] in Charles Town and Jefferson County, to develop outreach programming
- Alliance for Excellent Education Project ( All4Ed) : an initiative to enhance high school achievement/ completion in the Southern Pennsylvania/ Northern West Virginia region
- Antietam National Battlefield Park: Shepherd's George Tyler Moore Center for the Study of the Civil War routinely collaborates with the Battlefield for advancement of learning relating to the Civil War
- Morgan Academy: partnership with a local private school which has operated at the elementary and middle school level previously. Shepherd is hosting its initiative to expand to grades 9-10 this year while the school expands its own permanent facilities

#### HEPC

Shepherd has found value in several collaborations led by the HEPC. In the student life area, the annual WV Student Leadership programs have been popular with and meaningful for our student leaders. Shepherd has also participated for several years in a consortium led by HEPC for worker compensation insurance services, after privatization came to West Virginia, but we are re-examining the value of that arrangement.

Shepherd uses some limited collaborative service arrangements coordinated by WVNET for IT services or software systems provided by information systems companies, such as ARGOS.



# WEST LIBERTY UNIVERSITY

Office of the President  
208 University Drive  
Campus Union Box #142  
West Liberty, WV 26074

Stephen G. Greiner  
Office: (304) 336-8000  
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stephen.greiner@westliberty.edu

November 5, 2018

Michael J. Farrell, Esq.  
Chair, Collaboration Committee  
West Virginia Higher Education Policy Commission  
1018 Kanawha Boulevard East, Suite 700  
Charleston, WV 25301

Dear Chairman Farrell:

In response to your request to describe new collaborative efforts that the West Liberty University campus proposes to implement beginning in January 2019, I am pleased to provide the following list:

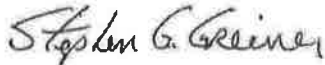
## Proposed Collaborations

- We recently signed an articulation agreement with West Virginia Northern Community College that "guarantees" admission to West Liberty University to any student who completes the associate in arts degree at West Virginia Northern Community College. In 2019, we intend to extend this offer to all of West Virginia's community colleges.
- With the growth of our online masters' degree programs in Business, Criminology, Education, Health Care Management, and Professional Studies we intend to offer these degree programs to all West Virginia regional universities on a revenue sharing basis. This would greatly reduce the cost of institutions to start new graduate degree programs.
- In conjunction with the Regional Economic Development Board, we will develop a small business development center in downtown Wheeling.
- We will develop a reverse transfer agreement with West Virginia Northern Community College.
- We intend to finalize a consortium agreement with Bethany College and Wheeling Jesuit University that would permit students from the respective institutions to take one class per semester at any institution without additional cost.

Continuation of Current Collaborations

- We will continue our partnership with the West Virginia School of Osteopathic Medicine, which is based on the WVSOM sending students to WLU to complete a master's degree in biology, and upon successful completion be guaranteed admission to WVSOM.
- Student Intramurals – WVNCC, Wheeling Jesuit, Bethany College
- Title IX – WVNCC, Wheeling Jesuit, Bethany College
- High School Invasions – WLU faculty teach a day in high schools (John Marshall HS, Bridgeport HS)
- HS School Guidance Counselor Financial Aid Workshops, partnering with WVNCC
- HS Financial Aid Workshops for parents at local high schools (Wheeling Park HS, John Marshall HS, Linsly School, Madonna HS, Weir HS, Martins Ferry HS)
- Marshall County College Fair (Marshall County Schools)
- The president will continue to be an active member of the Wheeling Chamber of Commerce and the Regional Economic Development Board.

Respectfully,



Stephen G. Greiner  
President



## West Virginia School of Osteopathic Medicine

### *Office of the President*

November 7, 2018

Michael J. Farrell, Esq.  
Chair, WV Higher Education Policy Commission  
1018 Kanawha Boulevard East, Suite 700  
Charleston, WV 25301

Dear Mr. Farrell,

Thank you for inviting me to submit a letter to the Blue Ribbon Commission Collaboration Subcommittee regarding the West Virginia School of Osteopathic Medicine's (WVSOM) collaborative efforts with other institutions. WVSOM has developed collaborative relationships with numerous higher education institutions in West Virginia and adjacent states, as well as health care organizations that benefit our students. These collaborations include the following activities and institutions:

Interprofessional collaborative activities with: Alderson Broaddus University (Nursing, Physician Assistant students), Bluefield State College (Nursing students), Dabney Lancaster College (Nursing students), University of Charleston (Nursing, Pharmacy, Physician Assistant students), West Virginia University Institute of Technology (Nursing students), West Virginia Wesleyan College (Nursing, Nurse Practitioner students), and University of the Pacific (Pharmacy students).

Pre-osteopathic medicine program collaborations with: Alderson Broaddus University, Concord University, Davis & Elkins College, Waynesburg University, West Liberty University, West Virginia University Institute of Technology, and West Virginia Wesleyan College.

Admission affiliation agreements with: West Liberty University. We are working on an admissions agreement with Liberty University.

Institutional Research collaborations: Marshall University (WV-INBRE grant program), West Virginia University (WVCTSI grant program, also includes Charleston Area Medical Center, Marshall University and the Veterans Administration).

WVSOM is a member of the Alliance for Economic Development of Southern West Virginia along with Bluefield State College, BridgeValley Community and Technical College, Concord University, Marshall University, Mountwest Community & Technical College, New River Community and Technical College, Southern West Virginia Community and Technical College, West Virginia State University and West Virginia University Institute of Technology.

Another example of collaboration is in 2018, WVSOM received a \$25,000 grant to conduct a Title IX Investigator Certification Training on September 18-19, 2018 in Lewisburg, West Virginia on the campus of WVSOM. Last year, we hosted 105 participants while this year our number rose to 135 participants. Participants included individuals from: Blue Ridge Community & Technical College, Bridge

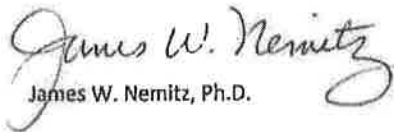
Valley Community & Technical College, Concord University, Fairmont State University, Glenville State College, Legal Aid of West Virginia, Inc., Marshall University, Mountwest Community and Technical College, New River Technical & Community College, Pierpont Community & Technical College, Shepherd University, Southern WV Technical and Community College, West Liberty University, West Virginia Northern Community College, West Virginia State University, West Virginia University, West Virginia University at Parkersburg, West Virginia University Potomac State College, West Virginia State Police, and WVSOM. This event provided higher education institutions across the state training from national experts on Title IX matters.

Hospital/Clinic affiliations: 46 Hospitals and Clinics in WV, 16 Hospitals and Clinics in adjacent states (Kentucky, Maryland, Pennsylvania, Ohio and Virginia).

WVSOM will continue to explore collaborations with institutions of higher education and health care organizations within West Virginia and in other states to meet the needs of our students.

Please let me know if you need additional information.

Thank you,

  
James W. Nemitz, Ph.D.

MOU Agreements with CTC Partners	Location/State	Descriptor of Partnerships	Year
BridgeValley CTC	Charleston, WV	<u>Bachelor of Science (BS) in Business - Management, Marketing</u> - Accounting, Finance - Criminal Justice - Regents Bachelor Degree (RBA) - Social Work - Health Science	2015
Blue Ridge CTC	Martinsburg, WV	<u>Bachelor of Science (BS) in Business</u> - Management - Accounting - Criminal Justice	2016
New River CTC	Beckley, WV	<u>Bachelor of Science (BS) in Business - Management, Marketing</u> - Accounting, Finance - Criminal Justice - Regents Bachelor Degree (RBA) - Social Work - Health Science	2016
WV Northern CTC	Wheeling, WV	<u>Bachelor of Science (BS) in Business - Management</u> - Accounting - Criminal Justice	2016
MountWest CTC	Cabell County, WV	<u>Bachelor of Science (BS)</u> - Art/Graphic Design	2015
Southern CTC	Logan, WV	<u>Bachelor of Science (BS)</u> - Elementary Education	2015





West Virginia University.

OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

November 20, 2018

Dear Chairman Farrell and Collaboration Subcommittee Members:

Thank you for the work undertaken by the Subcommittee on behalf of the Governor's Blue Ribbon Commission. In his email on Monday, November 19, Chairman Farrell incorrectly states "no one from WVU attended" the Subcommittee's meeting that immediately followed the HEPC meeting Friday, November 16. Both Gordon and I were out of town Friday, so Paul Kreider, Vice Provost for Academic Strategies, Curriculum and Assessment, represented us at both the HEPC and Subcommittee meetings. Since Friday's Subcommittee meeting we have completed an extensive list of partnerships and collaborations "by and between WVU and other educational institutions (domestic and OUSA), businesses, industry, associations, and government entities." As extensive as the list is, it is not comprehensive as we know there are many more collaborations and partnerships in our 15 colleges. If it is helpful to the Subcommittee, we will be happy to continue to update the memorandum.

Due to the list's length, we have not included descriptions of each collaboration or partnership. However, where you have questions, we will be happy to answer them. We have purposely not included WVU's Extension Service or 4-H programs that are basic collaborations with all 55 counties. However, we have included programs with counties and schools that go above and beyond the typical Extension collaboration with a county. We have significant collaborations with schools to provide STEM education for teachers and students. Due to the large number of research collaborations and grants with WVU principal investigators at other international, national, or state institutions, we have also not included every grant. We have tried to be as accurate as possible in listing our collaborations with federal and state agencies and where I had any doubt about a collaboration, I did not include it in the memorandum.

WVU's partnerships with businesses and industry are extensive and reach around the globe making it difficult to provide a comprehensive list. For example, our Industrial Extension Program in the Statler College of Engineering has a list of more than 600 industry and business partners. WVU's Brickstreet Center for Innovation and Entrepreneurship, as well as our Launch Labs in Morgantown and Beckley have partnerships with business as well as economic development authorities throughout the state. In addition, the WVU Health Sciences Center and WVU Medicine collaborate with many hospitals, clinics and health-based businesses, but I do not have a single source for consolidated information.



It is a pleasure to have the opportunity to provide this information to the Subcommittee. Should Subcommittee members have questions about any particular collaboration or partnership, we will strive to provide additional information.

  
Joyce McConnell / Provost and Vice President

Paul F. Ward

Blue Ribbon Commission 000036

## West Virginia University Memorandum on Collaborations and Partnerships

### Federal Agencies

Appalachian Regional Commission  
Department of Energy  
Drug Enforcement Administration  
Environmental Protection Agency  
FBI Criminal Justice Information Services  
Federal Bureau of Investigation  
Federal Emergency Management  
Federal Office of Probation and Parole (Innocence Project Clinic)  
Federal Public Defender's Office for the Northern District of West Virginia  
Federal Public Defender's Office for the Southern District of West Virginia  
Federal Reserve  
Internal Revenue Service's VITA Program (Volunteer Income Tax Assistance) (Tax Advocacy Clinic)  
Jones Day law firm, Washington, DC (US Supreme Court Clinic)  
NASA  
National Capital Investment Fund  
National Energy Technology Laboratory  
National Innocence Project Network (Innocence Project Clinic)  
National Institute for Occupational Safety and Health (NIOSH)  
National Institute of Health  
National Institute of Standards and Technology  
National Oceanic and Atmospheric Administration  
National Park Service  
National Science Foundation  
Occupational Safety and Health Administration  
United States Agency for International Development  
United States Air Force  
United States Army  
United States Attorney's Office for the Northern District of West Virginia  
United States Attorney's Office for the Southern District of West Virginia  
United States Center of Disease Control  
United States Court of Appeals for the Fourth Circuit  
United States Department of Agriculture  
United States Department of Defense  
United States Department of Education  
United States Department of Health and Human Services  
United States Department of Veterans Affairs  
United States District Court for the Northern District of West Virginia  
United States District Court for the Southern District of West Virginia  
United States Fish and Wildlife  
United States Food and Drug Administration  
United States Forest Service  
United States Geological Survey

## West Virginia University Memorandum on Collaborations and Partnerships

United States Marines  
United States Navy  
United States Securities and Exchange Commission  
United States Small Business Administration  
US Court of Appeals for Veterans Claims (Veterans Advocacy Clinic)  
US Department of Justice (Innocence Project Clinic)  
US Department of Veterans Affairs (Veterans Advocacy Clinic)  
Veterans Consortium Pro Bono Program (Veterans Advocacy Clinic)  
VetLex legal services referral network, Pittsburgh PA (Veterans Advocacy Clinic)

### State Agencies

#### **West Virginia Executive Branch with Agencies**

##### **Governor's Office**

Department of Commerce  
    West Virginia Development Office  
    Division of Tourism  
    Division of Forestry  
    Division of Natural Resources  
    West Virginia Geological and Economical Survey  
West Virginia Department of Agriculture  
West Virginia Department of Education  
West Virginia Board of Education  
    Partnerships with schools throughout the state  
        Energy Express  
        4-H After School Programs  
        STEM Educational Programs (Teachers and Students)  
        STEM Summer Camps  
        Project "Lead The Way"  
    West Virginia Public Education Collaborative  
West Virginia Department of Environmental Protection  
West Virginia Department of Health and Human Services  
West Virginia Department of Military Affairs and Public Safety  
West Virginia Division of Homeland Security  
West Virginia Department of Veterans Assistance  
West Virginia Department of Transportation  
West Virginia Forward  
    Partnership with Marshall University and the Governor  
West Virginia State Auditor's Office

##### **Legislative Branch**

Interns in House and Senate  
Research Services, WV Law Institute

## West Virginia University Memorandum on Collaborations and Partnerships

### Bureau of Business and Economic Research

#### Judicial Branch

Law Clerks in Circuit Courts (throughout state)  
West Virginia Attorney General's Office  
West Virginia County Prosecutor's Offices (various)  
West Virginia Legislature (both houses)  
West Virginia State Circuit Courts (various)  
West Virginia State Public Defender's Offices (various)  
West Virginia Supreme Court of Appeals

West Virginia Community and Technical College System  
West Virginia Division of Energy  
West Virginia State Parks  
West Virginia Small Business Development Center

#### Public-Private Partnerships

Aquatic and Track Center at Mylan Park  
College Park Apartments  
Evansdale Crossing  
Monongalia County - Ballpark Complex (Granville)  
University Park  
University Place  
YMCA – Beckley

#### Industry

Addivant  
Antero  
Appalachian Regional Commission  
Appalachian Storage Hub  
BB&T  
Brick Street  
Charleston Gazette Mail  
Citi Bank  
Coca-Cola  
Dominion Energy  
DPS Land Services  
Dunkin Donuts  
Enterprise  
Gilead Sciences  
Good Measures  
Google  
Greenbrier  
Huntington National Bank

## West Virginia University Memorandum on Collaborations and Partnerships

IBM  
IDEMIA  
Jackson Kelly  
Keylogic  
Leidos  
Lowe's  
Mylan Pharmaceuticals  
Noble Energy  
Northwestern Mutual  
Panera  
Patient Centered Outcomes Research Institute  
Pepsi  
Proctor and Gamble  
Randot  
Revature  
Sherwin-Williams  
Southeast Energy  
Starbucks  
Steptoe & Johnson  
Toyota  
United Bank  
Volvo

### Associations, Non-Profits, and Foundations

BSA Summit Bechtel Reserve  
Boy Scouts of America (Scouting USA)  
Counties and Towns  
    Community Development  
    Entrepreneurship and Innovation A Moment of Magic WVU  
Active Southern West Virginia  
Advanced Physical Therapy  
After School Explorers  
Aging & Family Services of Mineral County, Inc  
All Aboard Grafton  
Alpha Phi Omega  
Alston Group  
Amedisys Hospice  
American Association of University Women (WVU AAUW)  
American Heart Association  
American Heart Association  
Americans for Prosperity  
Anna Jarvis Elementary  
Appalachian Bicycle Racing Association  
Art Museum of West Virginia University

## West Virginia University Memorandum on Collaborations and Partnerships

Association for India's Development  
Autism Speaks U at West Virginia University  
Avian Conservation Center of Appalachia  
B&E Ambassadors  
Be The Match  
Beckley ARH Hospital Volunteer Services  
Beckley Art Group  
Beckley Raleigh County Chamber of Commerce  
Beckley VA Medical Center  
Bob Hartley's Camp Mountain Heart  
BOPARC Senior Recreation Center/Wiles Hill Community Building  
Brookhaven Elementary School  
C2 College and Career  
Camp Kesem at WVU  
Camp Winaca HemoVon  
Cancer Prevention and Control, WVU Cancer Institute  
CASA of Allegany County  
Cassville VFD  
Cathedral of Prayer Southern Baptist Church  
Celebrating Einstein  
Center for Excellence in Disabilities  
Central WV Community Action, Inc.  
Cheat Area Public Library  
Cheat Lake Elementary PTO  
Cheat Lake Lions Club  
Chestnut Mountain Ranch  
Chestnut Ridge Center  
Chestnut Ridge Church  
Chestnut Ridge Church - Wired High School Group  
Chestnut Ridge Park  
Chi Alpha Christian Fellowship  
Children's Home Society of WV  
Chimes Honorary  
Choosy Kids  
Christian Help Inc.  
Circle of friends  
City of Morgantown, WV  
City of Shinnston  
Clarksburg-Harrison Public Library  
CleanWVU  
Clio Foundation  
Community Coalition for Social Justice  
Community Transformation Project  
Compass Women's Center

## West Virginia University Memorandum on Collaborations and Partnerships

Connellsville Flood Recovery Center  
Conquer Chiari Walk Across America  
Conscious Harvest Cooperative  
Coopers Rock Foundation, Inc.  
Coordinating Council on Homelessness  
Corner Cupboard Food Bank  
CPASS Student Ambassadors  
Cystic Fibrosis Foundation  
Davis College Student Ambassadors  
Davis Medical Center- Volunteer Services  
Devante Waites Foundation  
Devon Jeremy Williams Double Lung Transplant Fund  
Dollar Energy Fund  
Dreamcatchers  
Duff Street United Methodist Church  
Dustin Damon Casseday Autism Foundation  
Earl Anderson Det#342 Marine Corps League  
Eastwood Elementary School  
Empty Bowls Monongalia  
FACDIS (Faculty and Course Development in International Studies)  
Fairmont Community Development Partnership, Inc.  
Fairmont Senior English Department  
Faith Rx'd Beckley  
Fayette County Historical Society  
FCC Hazelton  
First Presbyterian Church  
Fresh Start Mentoring Services  
Friends of Blackwater  
Friends of Deckers Creek  
Friends of Mountain Line  
Friends of the Cheat  
Fruved  
Gardner Winter Music Festival  
Garrett Regional Medical Center  
Gerrardstown Elementary School  
Get Moving!  
Gift of Life  
Girl Scout Troop #51538  
Girl Scout Troop 51102  
Girl Scouts of Black Diamond Council  
Girls on the Run of North Central WV  
Gold and Blue Student Ambassadors  
Golden Horseshoe, Inc.  
Good Samaritan Free Clinic



## West Virginia University Memorandum on Collaborations and Partnerships

Goodwill City Ambassadors  
Grace  
Greater Love Family Outreach Ministries  
Greater Morgantown Convention and Visitors Bureau  
Greenmont Neighborhood Association  
Ground Zero Fighting Systems  
Guitars 4 Vets  
Habitat for Humanity Campus Chapter  
Hampshire Memorial Hospital  
HarperMills  
Harrison County, WV Historical Society  
Harvest Family Worship Center  
Health Careers Opportunity Program (HCOP)  
Health Science Education Ambassadors  
Hearts of Gold Service dogs  
Hidden Treasures Thrift Store and Donation Center  
High Rocks Education Corporation  
Homeward Bound WV  
Hope 4 Hunter  
Hospice Care Corporation (WV Caring)  
Hospice of Potomac Valley Hospital  
Human Animal Bond (Ridgedale Farm)  
Human Nutrition & Foods  
Humane Society of Greene County  
Humane Society of Raleigh County  
In Touch and Concerned  
intensive Autism Service Delivery Clinic (IASD)  
International Mother's Day Shrine Foundation, Inc.  
[iserve.wvu.edu](http://iserve.wvu.edu) Meet your community! [service.wvu.edu](http://service.wvu.edu)  
Islamic Sunday School  
Jefferson County Victim Assistance Program  
Jefferson Cubs Youth Baseball WV  
Johnny Koon Pediatric Brain Tumor Research Fund  
Just For Kids Child Advocacy Center  
Kick It Forward Foundation  
KISRA (Kanwaha Institute for Social Research and Action)  
Kiwanis Club of Beckley  
League of Women Voters of WV  
Learning Options, Inc.  
Legal Aid of West Virginia  
Libera  
Lincoln Hall Community Service Club  
Literacy Volunteers of Monongalia and Preston Counties  
LUNgevity Foundation's Breathe Deep Morgantown

West Virginia University Memorandum on Collaborations and Partnerships

M.T. Pockets Theatre  
Madison Center  
Maier Foundation  
Main Street Fairmont  
Main Street Morgantown  
Make-A-Wish Greater PA and WV  
Making Strides Against Breast Cancer of WV (American Cancer Society)  
Many diverse opportunities to learn!  
Mapleshire Nursing & Rehab Center  
Maptime Morgantown  
March of Dimes  
Marion County Health Department  
Marion County Youth Soccer Association  
MARS Robotics Club # 2614  
Mason-Dixon Historical Park  
MAYSP  
McKinley for Congress  
McQuain Trust  
Medlife WVU  
Milan Puskar Health Right  
Millersville Elementary School  
Mineral County Emergency Management Homeland Security and 911  
Miss WV Scholarship Organization  
Moments of Joy Child Learning Center  
Mon County Habitat for Humanity  
Mon County Special Olympics  
Mon Hills Records  
Mon River Towns  
Mon River Trails Conservancy  
Mon Youth Improvement Foundation  
Mon. County Middle School TAG Program  
Monongalia Arts Center  
Monongalia Co. Schools-Extended Day Programs  
Monongalia County Assessor's Office  
Monongalia County Campus Class  
Monongalia County Child Advocacy Center  
Monongalia County Commission  
Monongalia County Democratic Executive Committee  
Monongalia County Fair  
Monongalia County Head Start  
Monongalia County Health Dept  
Monongalia County Health Dept WIC Program (Nutrition Services)  
Monongalia County Teen Court  
Montgomery General Healthcare Systems

## West Virginia University Memorandum on Collaborations and Partnerships

MOPS (Mothers of Preschoolers)  
MOPS- Restoration Church Intl  
Morgantown Area Meals on Wheels  
Morgantown Art Party  
Morgantown Community Kitchen  
Morgantown Dance  
Morgantown Dog Owner's Group  
Morgantown Early Learning Facility (ELF)  
Morgantown Health and Rehab  
Morgantown High School  
Morgantown History Museum  
Morgantown Hockey Association  
Morgantown Hospice an Amedisys Partner  
Morgantown Marathon  
Morgantown Metropolitan Planning Organization  
Morgantown North Rotary  
Morgantown Pedestrian Safety Board  
Morgantown Police Department  
Morgantown Public Library  
Morgantown Running  
Morgantown Theatre Company  
Morgantown Unity Manor  
Morgantown Utility Board  
Morgantown Vet Center  
Morris Creek Watershed Association  
Mountain Heart  
Mountain Line Transit Authority  
Mountain People's Co-op  
Mountain State Centers for Independent Living  
Mountain State Justice  
Mountain State Youth Football League  
Mountaineer Area Rescue Group  
Mountaineer Boys & Girls Club  
Mountaineer Charge of the United Methodist Church  
Mountaineer Country Museums  
Mountaineer Food Bank  
Mountaineer KidZone  
Mountaineer Mentors  
Mountaineer Spay Neuter Assistance Program (M-SNAP)  
Mountaineer Spina Bifida Camp  
Mountaineer United Soccer Club  
Mountains of Hope  
Mountainview Elementary PTO  
Mylan Park Elementary

## West Virginia University Memorandum on Collaborations and Partnerships

Mylan Park Foundation  
NASA IV&V ERC  
National Multiple Sclerosis Society  
NCTEer's  
New Vision Renewable Energy  
North Central West Virginia Toys 4 Tots  
North Central WV Community Action (Marion/Monongalia Counties)  
North Central WV Community Action (Preston Co.)  
North Elementary School  
Northern Appalachian Coal Mining Heritage Association  
Northern West Virginia Center for Independent Living Fair Housing Action Network  
Northern WV Center for Independent Living  
Office of Global Affairs  
Old Hemlock Foundation  
On Eagles' Wings Therapeutic Horsemanship  
One Voice, Inc.  
Operation Welcome Home  
Orthopedic and Sport Physical Therapy  
Oxfam America @ WVU  
PACE Enterprises, Inc.  
Pantry Plus More  
Parents' Place  
PattyFest  
Pet Helpers, Inc.  
Piney Creek Watershed Association  
Planned Parenthood Votes! South Atlantic  
PlayWorks Child Development Center  
Pocahontas County  
PopShop  
Positive Spin  
Potomac Heights Apartments  
Presbyterian Child Development Center  
Preservation Alliance of WV  
Preston Community Arts Center  
Preston County Family Resource Network  
Preston County SPROUT  
Preston County Starting Points FRC  
Preston Memorial Hospital  
Project Heal WVU  
Project Healing Waters Fly Fishing  
Project ISAAC  
Project Linus of Monongalia/Preston Counties, WV  
Project Playbook  
PSF/Harless Center

## West Virginia University Memorandum on Collaborations and Partnerships

Publishers Place, Inc.  
Querétaro, Mexico, Internships with Multinational Corporations  
Raleigh County Commission on Aging  
Raleigh County Public Library  
Ranch Community Store  
Rape & Domestic Violence Information Center, Inc.  
Raymond Wolfe Center of CCS  
RCCAA Head Start  
RD Bailey Lake  
Read Aloud WV of Monongalia County  
Rebuilding Together Anne Arundel County  
Restoration Church Int'l  
River Vale Free Public Library  
Robert H. Mollohan Family Charitable Foundation  
Romney First United Methodist Church  
Ronald McDonald House Charities  
Ronald McDonald House Charities of Southern West Virginia  
Rosenbaum Family House  
Rotary District 7530  
Royal Family Kids  
Sacred Heart Children's Center Inc.  
Scotts Run Settlement House, Inc.  
Seneca Hall  
Senior Legal Aid of West Virginia  
Senior Monongalians  
Shriners International - Osiris Shriners  
Sobrania/Soup Opera  
Society of Environmental Professionals  
Source for Success Mentoring Program at Skyview Elementary School  
South Branch Valley Adult Drug Court  
South Middle School Cross Country  
Southeastern Area Health Education Center  
Southern Area Library  
Spark! Imagination and Science Center  
Special Olympics WV  
Sport and Exercise Psychology Club  
Spring Mills High School Wrestling  
Spruce Street United Methodist Church  
SSS/TRIO  
St. Francis Keepers Program  
St. Mary Roman Catholic Church, Star City  
Stepping Stones  
Student2Student  
Suncrest Area Kiwanis

## West Virginia University Memorandum on Collaborations and Partnerships

Suncrest Early Learning Center  
Suncrest Middle School  
Suncrest Middle School Basketball  
Suncrest UMC  
Suncrest United Methodist Respite Group  
Sundale Nursing Home  
Sunnyside Up  
Taylor County Project HOP2E  
Taylor Health Care Center  
TCLI  
Teays Physical Therapy Center  
TechConnect  
Thanks! Plain and Simple, Inc.  
The Church of Jesus Christ of Latter-day Saints  
The Connecting Link  
The Daily Athenaeum  
the EdVenture group  
The Friendship Room  
The Humane Society of the United States  
The Light House, Inc.  
The Logan County Child Advocacy Center  
The Logan County Child Advocacy Center Inc  
The Rack: WVU Food Pantry  
The Salvation Army  
The Shack Neighborhood House, Inc.  
The Village at Heritage Point  
Timmy's Fund  
Together We Rise  
Town of Star City  
Toys for Tots  
Toys for Tots Greenbrier / Monroe  
Travel Morgan County  
Triumph Church  
Tygart Lake State park Foundation  
Tyrand Cooperative Missions, Engineers without Borders  
U.S. Army Corps of Engineers (Tygart Dam)  
UNICEF Campus Initiative  
Uniontown Free Methodist Church  
United Hospital Center  
United Transitional Care Center at United Hospital Center  
United Way of Monongalia and Preston Counties  
United Way of Southern West Virginia  
University Avenue Dog Walking  
University High School Swim Team

## West Virginia University Memorandum on Collaborations and Partnerships

Valley Health Winchester Medical Center  
Valley Healthcare System  
Valley Ridge Farm Inc  
Verses for the Versed  
Visiting Home Makers Service-North  
Visiting Homemakers  
VITA (Volunteer Income Tax Assistance Prog,)  
Vitalant/Central Blood Bank  
Walk The Talk With Dana 5K  
Waynesburg Area Chamber of Commerce  
Wellness Center at WVU Medicine  
Wesley United Methodist Church  
WesMon Baseball  
West Milford Elementary  
West Virginia and Regional History Center  
West Virginia Association for Young Children  
West Virginia Botanic Garden  
West Virginia Chapter, National Hemophilia Foundation  
West Virginia Citizen Action Education Fund  
West Virginia First  
West Virginia Innocence Project  
West Virginia Interscholastic Cycling League  
West Virginia Italian Heritage Festival  
West Virginia Land Trust  
West Virginia Poison Center  
West Virginia Robotics Alliance  
West Virginia State Science and Engineering Fair  
West Virginia Writers' Workshop  
Western Greenbrier Youth League Wrestling  
Westside Action Coalition  
Wikipedian in Residence for Gender Equity  
Winter Weather Posse  
Wishmakers On Campus  
Women's Resource Center  
Woodburn School Redevelopment Commission  
WV Bar  
WV Bar Foundation  
WV Chamber of Commerce  
WV Family Grief Center  
WV Free  
WV Land Trust  
WV Manufacturer's Association  
WV Public Theatre  
WV Rescue Ministries

## West Virginia University Memorandum on Collaborations and Partnerships

WV Robotics Alliance  
Your Community Foundation

### Campus Partners

Adventure WV  
Army ROTC  
Bonnie's Bus Mobile Mammography Program  
Core Arboretum  
Council for Women's Concerns  
Davis College Animal Sciences Farm  
Dining Services  
Division of Diversity, Equity, and Inclusion  
Energy Express  
Falling Run Trail  
Health Sciences & Technology Academy  
Honors College  
Housing and Residential Education  
Injury Control Research Center  
Intensive English Program  
JW Ruby Research Farm  
Lifetime Activities Program  
Medical-Legal Partnership with WVU Medicine (Family Law Clinic)  
National Center for Excellence in Women's Health  
Office of Student Success  
Office of Sustainability  
Osher Lifelong Learning Institute  
The Royce J and Caroline B Watts Museum  
Upward Bound  
WELLWVU  
WV Campus Compact  
WV Healthy Start/HAPI- Helping Appalachian Parents & Infants  
WVU Cancer Institute  
WVU Center for Excellence in Disabilities  
WVU Center for Excellence in STEM Education  
WVU Ceramics  
WVU Extension Service's Families & Health Programs  
WVU Healthcare Volunteers

### WVU Research Centers/Institutes

Art Museum of West Virginia University  
Appalachian Hardwood Center  
Biometrics & Identification Innovation Center  
Bureau of Business & Economic Research  
Center for Advanced Imaging



## West Virginia University Memorandum on Collaborations and Partnerships

Center for Alternative Fuels Engines and Emissions  
Center for Energy and Sustainable Development  
Center for Free Enterprise  
Center for the Future of Land-Grant Education  
Clean Energy Research Center – Advanced Coal Technology Consortium  
Constructed Facilities Center  
Russell "Bud" Bolton Ethics Center  
Center for an Active WV  
Center for Applied Coaching and Sport Science  
Digital Publishing Institute  
Health Research Center  
Industrial Assessment Center  
Injury Control Research Center (ICRC)  
International Center for Performance Excellence  
National Research Center for Coal and Energy  
Natural Resource Analysis Center  
Office of Health Services Research  
Prevention Research Center  
Regional Research Institute  
Renewable Materials and Bioenergy Research Center  
Research Center on Violence  
Small Farm Center  
Stuart M. and Joyce N. Robbins Center for Global Business and Strategy  
Vision Research Center at the WVU Eye Institute  
West Virginia Water Research Institute

### Research Partners

#### In State

<u>Bethany College</u>	A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM
<u>Bluefield State College Research and Development Corporation</u>	Research Infrastructure Development (RID) in West Virginia: A Proposal to NASA Experimental Program to Stimulate Competitive Research (EPSCoR)
<u>Bluefield State College Research and Development Corporation</u>	A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM
<u>Bluefield State College Research and Development Corporation</u>	West Virginia IDeA Network of Biomedical Research Excellence

West Virginia University Memorandum on Collaborations and Partnerships

Bluefield State College Research and Development Corporation

West Virginia IDeA Network of Biomedical Research Excellence

Fairmont State University

A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

Glenville State College

A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

Marshall University Research Corporation

Research Infrastructure Development (RID) in West Virginia: A Proposal to NASA Experimental Program to Stimulate Competitive Research (EPSCoR)

Marshall University Research Corporation

A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

Marshall University Research Corporation

State Targeted Response to the Opioid Crisis Grants

Marshall University Research Corporation

West Virginia Clinical and Translational Science Institute

Shepherd University

Research Infrastructure Development (RID) in West Virginia: A Proposal to NASA Experimental Program to Stimulate Competitive Research (EPSCoR)

Shepherd University

A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

Shepherd University

Evaluation of Humanized 3D1 Anti-Nodal Antibodies, Recombinant Lefty (or Lefty Mimetics) for Efficacy in Inhibiting Nodal Expression and Function In Vitro

West Liberty University

A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

## West Virginia University Memorandum on Collaborations and Partnerships

West Liberty University West Virginia IDeA Network of Biomedical Research Excellence

West Liberty University West Virginia IDeA Network of Biomedical Research Excellence

West Virginia State University Research and Development Corp WV Extension Implementation Program

West Virginia State University Research and Development Corp West Virginia IDeA Network of Biomedical Research Excellence

West Virginia Wesleyan College A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

Wheeling Jesuit University A Proposal to National Space Grant College and Fellowship Program in Response to Training Grant 2015-2018 Space Grant Opportunities in NASA STEM

### Out of State

Allegany College of Maryland Developing a Regional Education Program in Sustainable Land Reclamation Management in Central Appalachia

Baylor University Developing a Non-Profit Fraud Prediction Model Using Time Series Analysis

Case Western Reserve University Provider-Patient-Caregiver Interactions in Pediatric Dentistry

Catholic University of America GEM: Global versus Local Control of Solar Wind-Magnetospheric Coupling

Clarkson University I/UCRC Phase II: I/UCRC for Identification Technology Research

Colorado School of Mines Intermediate Temperature Proton-Conducting Solid Oxide Electrolysis Cells with Improved Performance and Durability

Cornell University Overcoming Barriers to Transitioning Small Ruminants to Organic Production: Effects of Feeding Birdsfoot Trefoil on Parasite Control, Nutritional Status and Profitability

Florida Institute of Technology FY18 Automatic Face Recognition Best Practices

## West Virginia University Memorandum on Collaborations and Partnerships

<u>Florida State University</u>	Renewable Energy to Fuels Through Plasma Catalytic Synthesis of Ammonia
<u>Hocking College</u>	Developing a Regional Education Program in Sustainable Land Reclamation Management in Central Appalachia
<u>Indiana University</u>	USCED 112-U.S.-China Clean Energy Research Center - Advanced Coal Technology Consortium - Phase II
<u>Laval University</u>	Management Unit Delineation of Lake Sturgeon Populations Based on Adaptive Genetic Diversity
<u>Michigan State University</u>	FY17 Capacity and Uniqueness of a Face Template
<u>Michigan State University</u>	Understanding the Role of a Novel Oocyte-Specific KRAB-Containing Zinc Finger Transcriptional Regulator in Early Embryonic Development in Cattle
<u>Michigan State University</u>	FY18 Subject Matter Expert
<u>Michigan State University</u>	FY18 1000 PPI versus 500 PPI Fingerprint Evaluations
<u>Moravian College</u>	A Multi-Sensor Remote Sensing Approach for Development of a Global Cholera Prediction Model
<u>North Carolina State University</u>	Can Auditor Firm Policies Alter Juror Reactions to Auditor Professional Skepticism?
<u>North Carolina State University</u>	Investigation of Depth-Dependence in Strongly Correlated Magnetic Oxides by Integrated Experiments and Theory
<u>North Carolina State University</u>	Solid-State Inorganic Nanofiber Network-Polymer Composite Electrolytes for Lithium Batteries
<u>Pennsylvania State University</u>	Improving Strawberry Transplant Vigor with Bio-rational Treatments for Managing Black Root Rot Complex
<u>Queen's University</u>	Unpacking the Black Box of Co-Offending: Understanding the Recruitment Process
<u>Regents of the University of Colorado</u>	Decellularized Matrix and Cartilage Regeneration
<u>Regents of the University of Idaho</u>	Evaluating Irrigation Water Quality Regulation in Fresh Produce Production: The Case of Treasure Valley in Eastern Oregon and Southwest Idaho

## West Virginia University Memorandum on Collaborations and Partnerships

<u>Rensselaer Polytechnic Institute</u>	Explore Multi-Scale 3D Modeling Techniques - AFOSR Young Investigator Award
<u>The Ohio State University</u>	Marcellus Shale Energy and Environment Laboratory (MSEEL) at West Virginia University
<u>The Ohio State University</u>	Novel Bio-Chars Production from Northeastern Forestry Feedstocks and Their Land Application to Enhance Environmental Sustainability of Agricultural Production Systems
<u>The Ohio State University</u>	In Vivo Monitoring of Tumor Microenvironment Regulation by Macrophages
<u>The University of Michigan</u>	Understanding Ion Heating and Convection Using TWINS and SWMF
<u>The University of Texas at Dallas</u>	Automatic Audio Streaming Processing
<u>University of Alabama at Birmingham</u>	West Virginia Prevention Research Center
<u>University of California, Berkeley</u>	Stabilization of Reconnection from Diamagnetic Drifts and Flow Shear at the Dayside Magnetopause
<u>University of California, San Diego</u>	Development of the Calyx of Held
<u>University of Delaware</u>	Novel Bio-Chars Production from Northeastern Forestry Feedstocks and Their Land Application to Enhance Environmental Sustainability of Agricultural Production Systems
<u>University of Florida</u>	West Virginia University Injury Control Research Center
<u>University of Georgia Research Foundation</u>	Data Analytics: Using Creativity and Innovation to Find Fraud
<u>University of Hawaii</u>	Novel Bio-Chars Production from Northeastern Forestry Feedstocks and Their Land Application to Enhance Environmental Sustainability of Agricultural Production Systems
<u>University of Iowa</u>	Understanding Workplace Violence Among Young Workers in the US
<u>University of Iowa</u>	Development of the Calyx of Held
<u>University of Kentucky Research Foundation</u>	USCED 112-U.S.-China Clean Energy Research Center - Advanced Coal Technology Consortium - Phase II

## West Virginia University Memorandum on Collaborations and Partnerships

<u>University of Kentucky Research Foundation</u>	Appalachian Community Technical Assistance and Training (ACTAT) Program
<u>University of Maryland</u>	Stabilization of Reconnection from Diamagnetic Drifts and Flow Shear at the Dayside Magnetopause
<u>University of Maryland</u>	Predictive Assessment of Transmission Conditions of Cholera in the Environment and Human Population using Earth Observations
<u>University of Maryland</u>	The Receptor Basis for Serotonergic Modulation of Olfaction Across Multiple Brain Areas
<u>University of Maryland Eastern Shore</u>	Improving Strawberry Transplant Vigor with Bio-rational Treatments for Managing Black Root Rot Complex
<u>University of Mississippi Medical Center</u>	Role of NKB in the Control of GnRH Secretion by Ovarian Steroids
<u>University of North Carolina - Wilmington</u>	Face Recognition Solution for Child Faces (FRSCF)
<u>University of Notre Dame</u>	Synthesis of Realistic Facial Videos
<u>University of Rhode Island</u>	A Multi-Sensor Remote Sensing Approach for Development of a Global Cholera Prediction Model
<u>University of Rhode Island</u>	Overcoming Barriers to Transitioning Small Ruminants to Organic Production: Effects of Feeding Birdsfoot Trefoil on Parasite Control, Nutritional Status and Profitability
<u>University of Tennessee</u>	FY18 Postmortem Variability of Biometrics
<u>University of Washington</u>	NAD Metabolism in Normal and Disease-specific Human RPE Cells
<u>University of Washington</u>	West Virginia Stroke CoBRE
<u>University of Wisconsin - Milwaukee</u>	EFRI NewLAW: Magnetic Field Free Magneto-Optics and Chiral Plasmonics with Dirac Materials
<u>University of Wisconsin - Milwaukee</u>	Exploring Boundary States in Dirac Materials: Graphene and Topological Insulators
<u>University of Wyoming</u>	USCED 112-U.S.-China Clean Energy Research Center - Advanced Coal Technology Consortium - Phase II

## West Virginia University Memorandum on Collaborations and Partnerships

<u>Virginia Polytechnic Institute and State University</u>	ETD50: Recovery of Rare Earth Elements (REEs) from Coal Mine Drainage, Phase 2
<u>Virginia Polytechnic Institute and State University</u>	At-Source Recovery of Rare Earth Elements from Coal Mine Drainage - ETD53
<u>Washington University</u>	USCED 112-U.S.-China Clean Energy Research Center - Advanced Coal Technology Consortium - Phase II
Worcester Polytechnic Institute	Validation of the Gas and Dust Explosion Model
<u>Yale University</u>	Functional Differentiation of Tsetse Species Microbiota
California State University, San Marcos	Becoming a Scientist: An Identity-Compatibility Perspective to Broadening Participation in STEM
Carnegie-Mellon University	Integrated Group-Individual Curriculum to Prevent Teen Pregnancy
Case Western Reserve University	Multicenter Phase II, Double-blind Placebo Controlled Trial of Maintenance Ixazomib after Allogeneic Hematopoietic Stem Cell Transplantation for High Risk Multiple Myeloma
Colorado State University	NRT-DESE: GAUSSI: Generating, Analyzing, and Understanding Sensory and Sequencing Information - A Transdisciplinary Graduate Training Program in Biosensing and Computational Biology-Program Evaluation

West Virginia University Memorandum on Collaborations and Partnerships

Cornell University	Improving Strawberry Transplant Vigor with Bio-rational Treatments for Managing Black Root Rot Complex
Cornell University	Plants and Pests Diagnostics at WVU
Duke University	Safety of Furosemide in Premature Infants at Risk of Bronchopulmonary Dysplasia
Duke University	The Familial Hypercholesterolemia Foundation CASCADE-FH Registry
Duke University	The Familial Hypercholesterolemia Foundation CASCADE-FH Registry
Duke University	Pharmacokinetics of Understudied Drugs Administered to Children per Standard of Care (POPS)
Emory University	Large-Scale Medical Informatics for Patient Care Coordination and Engagement
Florida International University	Florida Public Hurricane Loss Model Maintenance: Freshwater Flood Modeling
James Madison University	Turning Barriers into Opportunities - Improving Health and Wellness Through Empowerment



West Virginia University Memorandum on Collaborations and Partnerships

Johns Hopkins University	Characterization of Unsteady Aerodynamics for Unstable Free-Flight Bodies
Johns Hopkins University	Nanoindentation of Micrograins in Polycrystals Under Multiaxial Stress: Control of Abrupt & Stochastic Plastic Events
McMaster University	Fixation Using Alternative Implants for the Treatment of Hip Fractures
Medical University of South Carolina	Comparative Effectiveness of Pulmonary Embolism Prevention after Hip and Knee Replacement (PEPPER): Balancing Safety and Effectiveness
Middle Tennessee State University	SNP Markers for Muscle Growth and Fillet Quality Traits in Rainbow Trout
North Carolina State University	iPIPE: (West Virginia Tree Fruit)
North Carolina State University	Radically Engineered Modular Air Separation System using Tailored Oxygen Sorbents
Northeastern University	PROTECT Year 9 - SRP Puerto Rico
Ohio State University	Resource for Native MS-Guided Structural Biology

## West Virginia University Memorandum on Collaborations and Partnerships

Ohio State University	Methane Monitoring Assistance to OSU
Oklahoma State University	The Genetic Architecture of Tillering in Panicoid Grasses
Pennsylvania State University	Novel Bio-Chars Production from Northeastern Forestry Feedstocks and Their Land Application to Enhance Environmental Sustainability of Agricultural Production Systems
Pennsylvania State University	A Holistic Approach to Reducing Coal Workers' Pneumoconiosis (CWP) using Integrated Monitoring and Response Systems for Respirable Dust in Surface Mines and Facilities
Pennsylvania State University	Can Employees Increase Trust in CSR Initiatives? A Cross-National Study
Pennsylvania State University	Pennsylvania State University UTC Consortium
Princeton University	TWINS
Rutgers University	Advancing and Expanding HomeStyles: Shaping HOME Environments and LifeSTYLES to Prevent Childhood Obesity
Rutgers University	PrEP Study Site Agreement / IN-US-276-1340 / (Swaminathan) / RC-992(d)
Texas A&M University	Military Caregiving Concentration Area 2017-2018

West Virginia University Memorandum on Collaborations and Partnerships

Texas Tech University	Mappers Without Borders (USAID) Livelihood Sub-Task
Albert Einstein College of Medicine, Montefiore Medical Center	Patient Centered Evaluation of HCV Care of PWID
Baylor College of Medicine	Genetics of Early Onset Retinal Diseases
Waynesburg University (formerly Waynesburg College)	ATTR Waynesburg University
University of Alabama	Pediatric ALL Subcontract (R01 with NCI)
University of Baltimore	Bridging Public Health & Public Safety to Reduce Overdoses
University of California	Advanced Solvent System Optimization
University of California Davis	SyPro Poplar: Improving Poplar Biomass Production under Abiotic Stress Conditions: an Integrated Omics, Bioinformatics, Synthetic Biology and Genetic Engineering Approach
University of Cincinnati	AtRial Cardiopathy and Antithrombotic Drugs In Prevention After Cryptogenic Stroke

West Virginia University Memorandum on Collaborations and Partnerships

University of Colorado	Signatures of Multiple Reconnection X-Lines at the Magnetopause
University of Connecticut	Self-Regulation Skills as Predictors of NURM Biomedical Research College Success (OSP 15-075)
University of Kentucky	Pilot-Scale Testing of an Integrated Circuit for the Extraction of Rare Earth Minerals and Elements from Coal and Coal Byproducts Using Advanced Separation Technologies
University of Kentucky Research Foundation	Bystanders Program Adoption & Efficiency to Reduce SV_IPV in College Community
University of Maryland	Proximal and Remote Sensing of Alfalfa Canopies for Early Detection of Insect Pest Stress and Rapid Integrated Pest Management Decision-Making
University of Maryland at Baltimore	Mechanistic Characterization and Regulation of the Non-redundant Phu and Has Heme Uptake Systems of Pseudomonas Aeruginosa
University of Memphis	Center of Excellence for Mobile Sensor Data-to-Knowledge (MD2K)
University of Miami	CICI Membership for Simpson Strong Tie
University of Michigan	Insights on Selected Procoagulation Markers and Outcomes in Stroke Trial (I-SPOT)

West Virginia University Memorandum on Collaborations and Partnerships

University of Mississippi	Intractions of Dynorphin, NKB, and Kisspeptin in Control of GnRH Secretion
University of Missouri	White-tailed Deer Survival, Recruitment, and Movement Patterns in Missouri
University of Montana	Sport for Social Change in Mexico
University of North Texas	Biomimetic Alveolar Interstitium Model for Investigation of Nanomaterials-induced Fibrogenesis
University of Pittsburgh	Spinal Root Sensory Feedback for Intramuscular Myoelectric Prostheses
University of Pittsburgh	Regulation of Oxidative Stress and Vascular Remodeling by EBP50
University of Pittsburgh	MidAtlantic AIDS Education and Training Center
University of Pittsburgh	Efficacy of Antibiotics in Children with Acute Sinusitis: Which Subgroups Benefit?
University of Pittsburgh	Longitudinal Factors Affecting Oral Health Disparities in Appalachia

West Virginia University Memorandum on Collaborations and Partnerships

University of Rhode Island	Soil Carbon Stocks, Hydrology, and Hydric Soils of Northeastern Vernal Pools
University of South Carolina	Linking Macrophages to Gut Microbiota in Obesity-enhanced Colon Cancer
University of Tasmania	Randomized Controlled Trial of Minimally-Invasive Surfactant Therapy in Preterm Infants 25-28 Weeks Gestation on Continuous Positive Airway Pressure (The OPTIMIST-A Trial)
University of Tennessee - Knoxville	Get Fruved: A Peer-Led, Train-the-Trainer Social Marketing Intervention to Increase Fruit and Vegetable Intake and Prevent Childhood Obesity
University of Vermont	Lab-to-Community System Approach on Food Safety and Preservation Programs to Offer Hands-on Training
University of Vermont	Obtaining Preventative Veterinary Care in Under-Served Areas
University of Vermont	Critical Success Factors for Small and Medium-Sized Farms with Direct Sales and Agritourism
University of Vermont	Enhancing the Viability and Profitability of Direct Sales and Agritourism Agripreneurs through Education, Clustering, and Networking Opportunities.
University of Washington	Human RPE Metabolism and Metabolite Transport

## West Virginia University Memorandum on Collaborations and Partnerships

University of Wisconsin - Milwaukee

The North American Nanohertz Observatory  
for Gravitational Waves

University of North Texas Health Sciences  
Center

Novel Mechanistic Targets of Steroid  
Hormones in the Brain

### West Virginia University Centers

Humanities Center

West Virginia Clinical and Translational Science Institute

WVU Center for Innovation in Gas Research and Utilization

WVU Center for Gravitational Waves and Cosmology

WVU Energy Institute

WVU Institute of Water Science and Security

WVU Rockefeller Neurosciences Institute

### Educational Institutions

#### Domestic Partnerships

APLU Transformational Cluster, Student Success – Southern Region

Bethany College

Blue Ridge Community and Technical College

Complete College America Organization (ALL WV SCHOOLS)

Eastern WV Community and Technical College

Fairmont State University – Aviation Management/Flight Training

George Mason University

Marshall University

Morgan State University

Potomac State College of WVU

Southern Community and Technical College

University of Chicago—Cleckley Legal Fellows Program at WVU (Innocence Project Clinic)

University of Kentucky

University of Louisville

West Virginia National Guard (Land Use and Sustainable Development Clinic)

West Virginia School of Osteopathic Medicine

West Virginia State University

West Virginia University Institute of Technology

WV Community and Technical Colleges (Reverse Transfer)

West Virginia University of Parkersburg – Business Office

## West Virginia University Memorandum on Collaborations and Partnerships

West Virginia Northern Community College

West Virginia Consortium for Faculty and Course Development in International Studies

Alderson Broaddus University

Bethany College

Bluefield State College

Concord University

Davis & Elkins College

Fairmont State University

Glenville State College

Marshall University

Potomac State College

Shepard University

University of Charleston

West Liberty University

West Virginia Northern Community College

West Virginia State University

West Virginia Institute of Technology

West Virginia University at Parkersburg

West Virginia Wesleyan College

Wheeling Jesuit University

### Articulation Agreements

Blue Ridge Community and Technical College

Agribusiness Management (AAS to BS)

Agribusiness Management (AS to BS)

Business Administration 2+2

Business Administration 2+2.5

Elementary Education

Entrepreneurship and Innovation

Nursing

Eastern West Virginia Community and Technical College

Agribusiness Management (AA to BS)

Agribusiness Management (AAS to BS)

Business

Pierpont Community and Technical College

Agribusiness Management

Business

Child Development and Family Studies

Design Studies

Hospitality and Tourism Management (Culinary Arts)

Hospitality and Tourism Management (Pastry and Baking)

Hospitality and Tourism Management (Resort and Hotel Management)

Multidisciplinary Studies



West Virginia University Memorandum on Collaborations and Partnerships

West Virginia Community and Technical College System (WVCTCS)

Multidisciplinary Studies

West Virginia State University

Engineering

West Virginia University at Parkersburg

Aerospace Engineering

Agribusiness Management (BS)

Animal Nutritional Sciences (BS)

Animal Nutritional Sciences (BSA)

Applied and Environmental Microbiology

Biology (BA)

Biology (BS)

Chemical Engineering

Chemistry (BA)

Chemistry (BS)

Civil Engineering

Computer Engineering

Electrical Engineering

Environmental Protection (BSA)

Environmental and Energy Resources Management (BS)

Environmental and Natural Resource Economics (BS)

Horticulture

Human Nutrition and Foods

Industrial Engineering

Mathematics (BA)

Mathematics (BS)

Mechanical Engineering

Mining Engineering

Music (BA)

Physics (BA)

Physics (BS)

West Virginia Wesleyan College

Engineering

Wheeling Jesuit University

Civil Engineering

Industrial Engineering

Mechanical Engineering

Allegany College of Maryland

Agribusiness Management

Business

Chemistry (BA)

Chemistry (BS)

Criminology

English

West Virginia University Memorandum on Collaborations and Partnerships

History  
Mathematics (BA)  
Mathematics (BS)  
Physics (BA)  
Physics (BS)  
Political Science  
Psychology (BA)  
Psychology (BS)

Columbus State Community College

Agribusiness Management  
Anthropology  
Biochemistry  
Biology (BA)  
Biology (BS)  
Business  
Chemistry (BA)  
Chemistry (BS)  
Criminology  
English  
History  
International Studies  
Journalism  
Mathematics (BA)  
Mathematics (BS)  
Physics (BA)  
Physics (BS)  
Political Science  
Psychology (BA)  
Psychology (BS)  
Sociology  
Strategic Communications

County College of Morris

Agribusiness Management from Agribusiness  
Agribusiness Management from Business Administration  
Anthropology  
Biology (BA)  
Biology (BS)  
Business  
Ceramics  
Chemistry (BA)  
Chemistry (BS)  
Criminology  
Human Nutrition and Foods  
International Studies

## West Virginia University Memorandum on Collaborations and Partnerships

- Journalism
- Mathematics (BA)
- Mathematics (BS)
- Painting
- Physics (BA)
- Physics (BS)
- Printmaking
- Psychology (BA)
- Psychology (BS)
- Sculpture
- Strategic Communications
- Garrett College
  - Elementary Education
- Hagerstown Community College
- Harrisburg Area Community College
  - College of Creative Art
- Lock Haven University
  - Aerospace Engineering
  - Civil Engineering
  - Industrial Engineering
  - Mechanical Engineering
- Lord Fairfax Community College
  - Aerospace Engineering
  - Aerospace and Mechanical Engineering Dual Degree
  - Agribusiness Management (Agriculture)
  - Agribusiness Management (Business)
  - Animal and Nutritional Sciences (BS)
  - Animal and Nutritional Sciences (BSAgr)
  - Anthropology
  - Biochemistry
  - Biology (BA)
  - Biology (BS)
  - Chemistry (BA)
  - Chemistry (BS)
  - English
  - Environmental and Energy Resources Management
  - Environmental, Soil and Water Sciences
  - Forest Resources Management
  - History
  - Human Nutrition and Foods
  - International Studies
  - Journalism
  - Mathematics (BA)
  - Mathematics (BS)

West Virginia University Memorandum on Collaborations and Partnerships

Mechanical Engineering  
Mechanical and Aerospace Engineering Dual Degree  
Physics (BA)  
Physics (BS)  
Political Science  
Psychology (BA)  
Psychology (BS)  
Recreation, Parks and Tourism Resources  
Sociology  
Strategic Communications  
Marietta College  
Engineering  
Montgomery College  
Journalism  
Northern Virginia Community College  
Agribusiness Management  
Business - 2016  
Business - 2017  
Communication Studies  
Criminology  
English  
Geology  
History  
Mathematics (BA)  
Mathematics (BS)  
Political Science  
Psychology (BA)  
Psychology (BS)  
Sports Exercise Psychology  
Slippery Rock University  
Engineering  
Tianjin University of Finance and Economics  
Finance  
Waynesburg University  
Air Force ROTC  
Westmoreland County Community College  
Agribusiness Management  
Business  
Chemistry (BA)  
Chemistry (BS)  
Criminology  
International Studies  
Journalism  
Physics (BA)

## West Virginia University Memorandum on Collaborations and Partnerships

Physics (BS)  
Political Science  
Psychology (BA)  
Psychology (BS)  
Sociology  
Strategic Communications

### Pending Articulations

Garret College  
Hagerstown Community College  
Harrisburg Area Community College  
Hocking College  
Broward College & INTL Locations  
Virginia Community College System

### Global Partnerships

Australia – Australian Catholic University, Brisbane, Canberra, Melbourne, Sydney  
Australia – Bond University, Gold Coast  
Australia – Royal Melbourne Institute of Technology, Melbourne  
Austria – Universitat Fur Bodenkultur (BOKU), Wien  
Bahrain – Royal University for Women  
Belgium – The Limburg University, Diepenbeek  
Bosnia – American University of Bosnia & Herzegovina, Sarajevo  
Botswana – University of Botswana  
Brazil – Centro Universitario Vila Velha (UVV), Vitoria  
Brazil – Faculdade Trevisan, Sao Paulo  
Brazil – Federal University of Parana, Curitiba  
Brazil – Federal University of Pernambuco, Pernambuco  
Brazil – Federal University of Rio Janeiro, Rio Janeiro  
Brazil – Federal University of Sao Carlos (UFSCar), Sao Carlos  
Brazil – Fundacao Carlos Alberto Vanzolini (Foundation), Sao Paulo  
Brazil – Fundacao De Amparo A Pesquisa Do Estado De Sao Paulo (FAPESP), Sao Paulo  
Brazil – Fundacao Getulio Vargas, Rio De Janeiro  
Brazil – Insper, Sao Paulo  
Brazil – The State University of Ponta Grossa (UEPG), Ponta Grossa  
Brazil – Universidade Luterana Do (ULBRA), Canoas  
Canada – Ecole Technique Superiore, Montreal, Quebec  
Canada – Mount Royal College, Calgary  
Canada – University of Regina, Saskatchewan  
China – Anhui University, Hefei  
China – Beijing Normal University, Beijing  
China – Central South University of Forestry and Technology, Hunan  
China – China Medical University, Shenyang

## West Virginia University Memorandum on Collaborations and Partnerships

China – Chinese Academy of Forestry, Beijing  
China – Fudan University, Shanghai  
China – Guangdong University of Foreign Studies, Guangzhou  
China – Hong Kong Baptist, Hong Kong  
China – Jiangsu Normal University, Xuzhou  
China – Jinan University, Guangzhou  
China – Jingdezhen Ceramic Institute, Jingdezhen  
China – Lingnan University, Hong Kong  
China – Nanjing University of Technology (NJUT) Jiangsu  
China – Northeast Forestry University, Harbin and Heilongjiang  
China – Ocean University of China, Qingdao  
China – Peking University Guanghua School of Management, Beijing  
China – Shanghai Business School, Shanghai  
China – Shanghai Finance University, Shanghai  
China – Shanghai University of Finance and Economics, Shanghai  
China – Taishan Vocational College of Nursing, Tai'an  
China – Tianjin Association for International Exchange of Personnel, Tianjin  
China – Tianjin Conservatory of Music, Tianjin  
China – Tianjin University of Finance & Economics, Tianjin  
China – Wuhan University School of Medicine, Wuhan  
China – Xi'an International Studies University  
China – Xi'an University of Finance and Economics, Xi'an  
China – Zhejiang Medical University, Hangzhou  
China – Zhejiang University City College, Zhejiang  
Colombia – Universidad EAFIT (EAFIT), Medellin  
Czech Republic – Metropolitan University Prague, Prague  
Denmark – Aalborg Universitetscenter, Aalborg  
Estonia – Eesti Maaülikool/Estonian University of Life Sciences  
Estonia – University of Tartu, Tartu  
France – Ecole Nationale Supérieure Des Mines de Paris, Paris  
France – Institut D'Etudes Politiques De Grenoble (IEP), Grenoble  
France – Université Charles De Gaulle Villeneuve D'Ascq (Lille 3), Lille  
France – University of Grenoble II, Grenoble  
France – University of Strasbourg, Strasbourg  
Germany – Fulda University of Applied Science, Fulda  
Germany – Otto-Friedrich-Universität, Bamberg  
Germany – Otto-Von-Guericke Universität, Magdeburg  
Germany – University of Münster, Münster  
Ghana – Kwame Nkrumah University of Science and Technology  
Ghana – University of Ghana, Legon  
Greece – The University of Crete, Crete  
Hungary – University of Szeged, Szeged  
India – Dayanand Medical College and Hospital, Ludhiana  
India – Indian Council for Research in International Economics, New Delhi

## West Virginia University Memorandum on Collaborations and Partnerships

India – Lilavati Hospital and Research Center, Mumbai  
India – Vellore Institute of Technology (VIT), Vellore  
Ireland – Dublin City University, Dublin  
Ireland – University College Cork, Cork  
Israel – Ben Gurion University of the Negev, Israel  
Israel – The Hebrew University, Jerusalem  
Italy – La Nuova Accademia Di Belle Arti Di Milano, Milano  
Italy – Università Degli Studi Di Cagliari, Cagliari  
Italy – Università Degli Studi Di Trento, Trento  
Italy – Università Degli Studi Dell' Aquila, L'Aquila  
Italy – University of Genova, Genova  
Italy – University of Perugia, Perugia  
Italy – University of Tor Vergata, Rome  
Japan – Aichi Shukutoku University, Nagoya  
Japan – Chubu University, Aichi  
Japan – Gifu University, Gifu  
Japan – Japan College of Foreign Languages, Tokyo  
Japan – Kansai Gaidai University, Osaka  
Japan – Kindai University, Osaka  
Japan – Kinjo Gakuin University, Nagoya  
Japan – Waseda University, Tokyo  
Kazakhstan – Kostanay State Pedagogical Institute, Kostanay  
Kenya – Moi University, Eldoret  
Malaysia – Universiti Teknologi Petronas, Bandar Seri Iskandar, Perak Darul Ridzuan  
Mexico – Autonomía Universidad de San Luis Potosí, San Luis Potosí  
Mexico – The Mexican Transport Research Institute, Queretaro  
Mexico – Universidad Autónoma de Queretaro, Queretaro  
Mexico – University of Guanajuato, Guanajuato  
Morocco – Al Akhawayn University, Ifrane  
Mozambique – Universidade Católica de Moçambique, Beira  
Paraguay – Universidad Nacional De Asunción (UNA), San Lorenzo  
Peru – Universidad San Ignacio De Loyola, Lima  
Poland – AGH University of Science and Technology, Krakow  
Poland – Catholic University of Lublin, Lublin  
Poland – Collegium Civitas, Warsaw  
Portugal – The University of Coimbra  
Romania – University of Petrosani, Petrosani  
Russia – Katanov Khakas State University (KhSU), Khakassia  
Slovakia – University of Agriculture, Nitra  
South Africa – Stellenbosch University, Stellenbosch  
South Africa – University of Pretoria, Pretoria  
South Africa – University of the Limpopo, Sovenga  
South Africa – University of Venda, Thohoyandou  
South Korea – Dong-A University, Busan

## West Virginia University Memorandum on Collaborations and Partnerships

South Korea – Korea University, Seoul  
South Korea – Pukyong University, Pukyoung  
Spain – Conservatorio Superior De Musica De Aragon (CSMA), Aragon  
Spain - Escola Superior de Musica de Catalunya (ESMC), Barcelona  
Spain – Instituto de Desarrollo Regional, Sevilla  
Spain – Universidad Internacional Menéndez Pelayo (UIMP), Madrid  
Spain – Universidad Politécnica De Madrid, Madrid  
Spain – Universitat de Valencia, Valencia  
Spain – Universitat Pompeu Fabra, Barcelona  
Spain – University of Murcia, Murcia  
Spain – University of Valladolid, Valladolid  
Sweden – Halmstad University, Halmstad  
Sweden – Linköping University, Linköping  
Switzerland – The International Centre of Lomonosov Moscow University, Geneva  
Taiwan – Ming Chuan University, Taipei  
Taiwan – National Taipei Institute of Technology, Taipei  
Thailand - Mahidol University  
Trinidad & Tobago – The Nat’l Inst. of Higher Education Research, Science & Technology (NIHERST)  
Trinidad & Tobago – The University of the West Indies, St. Augustine  
Turkey – University of Bogacizi, Istanbul  
United Kingdom – England – University of Hertfordshire, Hatfield  
United Kingdom – England – University of Manchester, Manchester  
United Kingdom – England – University of Oxford, Oxford  
United Kingdom – N. Ireland – University of Ulster, Belfast, Colrairie, Derry, & Jordanstown  
United Kingdom – Wales – Bangor University, Bangor  
United Kingdom – Wales – Cardiff University, Cardiff  
Vietnam – An Giang University, Long Xuyen  
Zimbabwe – University of Zimbabwe, Harare